

POWYS TEACHING HEALTH BOARD

CONFIRMED

WORKFORCE AND CULTURE COMMITTEE MEETING HELD ON TUESDAY 5 MARCH 2024, 14:00-16:00 VIA MICROSOFT TEAMS

Present:

Jennifer Owen Adams	Independent Member (Chair)
Chris Walsh	Independent Member (Local Authority)
Cathie Poynton	Independent Member (Trade Union)

In Attendance:

Debra Wood Lawson	Director of Workforce and OD
Claire Madsen	Director of Therapies and Health Science
Claire Roche	Director of Nursing and Midwifery
Mark McIntyre	Deputy Director of Workforce and Organisational Development
Sarah Powell	Assistant Director Workforce and OD
Pete Hopgood	Director of Finance, Information and IT
Helen Bushell	Director of Corporate Governance
Stephen Powell	Director of Performance and Commissioning
Kate Wright	Medical Director
Adrian Osborne	Deputy Director of Engagement and Comms
Katelyn Falvey	Head of OD and Workforce Transformation
Adam Pearce	Equality Lead (Items 2.1 and 2.2)
Wayne Tannahill	Associate Director of Capital and Estates (Item 3.5)
Carys Jones	Welsh Language Translator (Item 1.5)
Carl Cooper	PTHB Chair

Apologies for absence:

Kirsten Jones	Llais
Hayley Thomas	Chief Executive
Ian Phillips	Independent Member (Third Sector)

Committee Support:

Liz Patterson	Interim Head of Corporate Governance
Sue Wilcox	Senior Administrator

PRELIMINARY MATTERS	
W&C/23/36	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>The Committee Chair welcomed Members to the meeting. Apologies for absence were noted as recorded above.</p>
W&C/23/37	<p>DECLARATIONS OF INTEREST</p> <p>No interests were declared in addition to those already declared in the published register.</p>
W&C/23/38	<p>MINUTES FROM THE PREVIOUS MEETING, HELD 14 DECEMBER 2023</p> <p>The Committee APPROVED the minutes of the meeting 14 December 2023.</p>
W&C/23/39	<p>ACTION LOG</p> <p>All outstanding actions were confirmed as completed.</p>
W&C/23/40	<p>EXPERIENCE STORY:</p> <ul style="list-style-type: none"> • Staff Excellence Award Winner – Rising Star <p>The Director of Workforce and OD introduced the Welsh Language Translator who gave an insight into her experience as the first translator to be directly employed by the Health Board. Attention was drawn to the benefits of bringing this service in-house.</p> <ul style="list-style-type: none"> • Financial savings. • Newly formed team. • Freedom to develop the translation process. • More personal element – staff more eager to have work translated and offer services in Welsh. <p>There is a legal obligation for the Health Board to have all public facing documents, material and correspondence bi-lingual.</p> <p>The Welsh Translator noted limited capacity as the only Translator for the whole of the Health Board; a great deal of</p>

	<p>time is spent prioritising work, priority is given to work that impacts Patients. The Chair thanked the Welsh Translator for providing the staff story.</p>
ITEMS FOR APPROVAL/RATIFICATION/DECISION	
W&C/23/41	<p>STRATEGIC EQUALITY PLAN 2023-2027</p> <p>The Director of Workforce and OD presented the paper covering the period 2024-2028, setting out how the Health Board will meet the Public Sector Duty and the Equality Act.</p> <p><i>In the strategy there is reference to what is being physically put in place, there is no reference on how to change the culture. Many of the issues identified are to do with culture, are there any plans to tackle this?</i></p> <p>The Director of Workforce and OD noted that gender awareness training courses are being implemented. There has been significant take up on those courses, which requires some behaviour and attitudes to be challenged. The Induction training is being refined to set the tone and culture of the organisation.</p> <p><i>Does the Health Board get enquiries from perspective staff who are non-Welsh speakers, are they given assurances that they can learn Welsh, and it is not going to be a barrier to them seeking employment within the organisation?</i></p> <p>The Director of Workforce and OD confirmed that there are various interventions and support tools such as Cymraig Confidence which a number of people have signed up to. This is about finding spaces and places where people can practice using their Welsh language skills.</p> <p><i>Is the financial plan and the budget plan to meet equality requirements embedded within the Health Boards planning arrangements?</i></p> <p>The Director of Workforce and OD confirmed this was included within the Integrated Plan priorities.</p> <p>The Committee REVIEWED and RECOMMENDED the plan goes forward to the Board for consideration on the 20 March 2024.</p>
W&C/23/42	WELSH LANGUAGE STRATEGY IN HEALTHCARE

	<p>The Director of Workforce and OD introduced the paper, highlighting the Welsh Language Standard 110 is a statutory responsibility. The plan spans the five-year period 2024-2029 and includes an action plan and how the strategy will be monitored as outlined in the Annual Plan.</p> <p><i>Previously, there was a subgroup of the Regional Partnership Board that brought together partners to look at how better to support the Welsh language compliance and the most effective and efficient use of joint resources. Is that still going?</i></p> <p>The Equality Lead advised that joint meetings are being held with the Council and Powys Association of Voluntary Organisations, and he sits on the Welsh Education Strategic Forum; relationships are being rebuilt with partners as new officers come into role. There is also regular dialogue with NHS counterparts across Wales.</p> <p><i>The plan refers to targeting clinicians, are there other roles the Health Board should be targeting as Welsh Language essential?</i></p> <p>The Equality Lead advised that clinicians have been targeted to enable the More than just Words policy to be met, but developing Welsh language skills is considered relevant to everyone, regardless of role.</p> <p>The Committee REVIEWED and RECOMMENDED the Welsh Language Strategy going forward to the Board for their consideration on the 20 March 2024.</p>
--	---

ITEMS FOR ASSURANCE

W&C/23/43	<p>DIRECTOR OF WORKFORCE AND OD REPORT INCLUDING:</p> <p>The Director of Workforce and OD presented the report and drew attention to the following items:</p> <p>Employee Health and Well-being</p> <ul style="list-style-type: none"> • Well-being at Work Group has been re-established; • Participating in a local calendar of Health and Wellbeing event, which links to the national calendar of activities; • Gone live with the new Occupational Health system, this will allow better reporting and the ability to benchmark; • Work around bereavement and planning for individuals, colleagues or family members who are dealing with issues of death and dying; and
-----------	--

- The 'You said, We did' update is available on Facebook.

Joint Workforce Futures Programme

- Reset the 40 plus priorities down to 14. Each of those workstreams has a project plan and a lead in place, progress will be reviewed through the Workforce Futures Board.
- Considerable interest and opportunities to showcase the Grow our Own scheme. Attended a Welsh Government event;
- UK shared Prosperity Funding working collaboratively with Neath Port Talbot College Group on upskilling staff in Health and Social Care; and
- All Wales Healthcare Support Worker Induction Training – 38 staff participating all at different stages of completion.
- Piloted a joint Health and Social Care Induction with 19 staff cross the Local Authority and the Health Board, including support workers in care homes, and are working on creating a work book and record keeping system for use across Wales;

Employee Relations activity

- Employee relations cases – there has been little change for formal cases, although a slight increase in respect and resolution cases; and.
- Ongoing national work to reduce the impact of harm on individuals who find themselves subject of an investigation where there is no case to answer.

Flexible Working Policy

- The All-Wales flexible working policy has been launched. It has a series of supporting toolkits, work is ongoing with managers so that they understand the options and subtle changes within the policy. This has been signed off at Executive Discussions continue regarding the non-pay elements of the pay deal. Further discussions have taken place at the Local Partnership Forum, looking at those areas for local decision.

Industrial Action

The first Junior Doctor strike took place in Wales earlier this year, the next strike is scheduled for Easter time. The ballot for Doctors and Speciality and Specialist (SAS) consultants has

	<p>returned a vote in favour of industrial action, which is being called the 48 hours between the 16th and the 18th of April.</p> <p><i>Is working with Powys County Council starting to flourish, or is further work required?</i></p> <p>The Director of Workforce and OD advised there will always be further work to be done, there is a lot closer working and alignment between the teams now. There is some real energy which means that there is a lot of dialogue focusing on Adult Social Care where there is the most need for closer working.</p> <p>A development session is scheduled for Board members and Councillors to talk through Workforce Futures. Work has been done in schools and wards where Members could see there is potential to increase footfall and encourage work through into the Academy.</p> <p>The Committee RECEIVED the report as an update on priorities within the Workforce section of the Integrated Plan for 2023/24 and TOOK ASSURANCE against delivery of those priorities.</p>
W&C/23/44	<p>WORKFORCE FUTURES: Transformation and Sustainability</p> <p>The Head of OD and Workforce Transformation presented the item highlighting the aging workforce and gaps in the nursing and midwifery workforce.</p> <p>To improve data intelligence a workforce modelling and projection exercise has been undertaken, this has provided an insight of the future picture of the workforce from directorate level down to team level.</p> <p>To enhance the workforce planning capability the Workforce Business Partnering team are offering robust training which staff can book on. The uptake has been good, and there is ongoing support for those candidates.</p> <p>Building on the workforce planning is ongoing, one of the strongest areas is ongoing nursing and the Aspiring Nurses Programme. In recent years there has been an opportunity to run a different model allowing staff to be recruited into newly created paid training roles. This programme has won national recognition and an award for widening the access to nursing careers in rural communities. There is ongoing dialogue with Health Education and Improvement Wales (HEIW) on</p>

	<p>enhancing the offer for AHP) in Powys. Some staff are on this programme from Physiotherapy, Occupational Therapy and Radiography.</p> <p>Eleven International Educated Nurses (IEN) have been onboarded, all have passed their Objective Structured Clinical Examination (OSCE) and are Nursing and Midwifery Council registered, working as Band 5 nurses. Four new IENs arrived recently and will go through the OSCE procedure.</p> <p>There is an All-Wales programme looking to pilot recruiting Registered Mental Health Nurse's over to the UK later this year. Three, possibly four medics have been recruited from India, and are going through the on-boarding process.</p> <p>The All Wales Recruitment Modernisation group are looking at ways improve the processes and experiences for candidates through the on-boarding process.</p> <p>The Variable Pay Reduction group meet bi-weekly, focusing on variable pay and potential areas for improvement.</p> <p>An exercise is being undertaken with the Bank workers to understand what is good, what is not so good, to identify areas for improvement, and also trying to understand what makes staff accept or refuse a shift.</p> <p>HEIW are supporting a new role in organisation - Workforce Retention Lead who will work on the nurse retention plan, widening the plan across the whole of the organisation in the next two years.</p> <p><i>What age groups is being recruited? Are any younger staff being recruited?</i></p> <p>The Head of OD and Workforce Transformation advised this varies across the professional groups, for example, with Aspiring nurses the age ranges from school leavers up to 55-years.</p> <p>The Director of Nursing and Midwifery noted the number of Internationally Educated Nurses is growing within the organisation. This is creating a community of nurses from a very different culture who need support to settle. BINA (British Indian Nurses Association) offer several services helping people settle in the UK and encouraging career development.</p>
--	--

	<p>The Nurses Retention Plan is significant for the Health Board in respect of attracting and retaining staff, whilst ensuring these staff have a fulfilling and developing career.</p> <p>Grow your own scheme is successful, there needs to be multiple 'swim lanes' of registrants coming into the organisation. Aberystwyth University are keen to increase working in partnership with the Health Board, this will give a balance of registrants across the organisation.</p> <p><i>Is the idea of 12 week rostering a request from the organisation to staff or vice versa?</i></p> <p>The Head of OD and Workforce Transformation advised the 12-week rostering came out of the non-pay elements of the pay award. There are ongoing discussions regarding the benefits and pitfalls of implementing this. It is recognised there needs to be a period of engagement with the staff.</p> <p>The Committee REVIEWED the information provided in the update and took ASSURANCE of delivery against the plan.</p>
W&C/23/45	<p>WORKFORCE FUTURES: Great Place to Work</p> <p>The Assistant Director Workforce and OD introduced the item and drew attention to the following areas:</p> <p>To date 498 staff have completed the team climate survey, the outcome gives a healthy snapshot of the organisational, which will be built on during 2024.</p> <p>There has been focus and clarity on the work of 'Chat to Change', this will align with the Integrated Plan and promote Speaking Up Safely. More work is needed around the 15-minute wellbeing break, a meeting has been scheduled to discuss this further.</p> <p>A number of the Leadership training courses are funded through Intensive Learning Academy (ILA), internally funded or via the apprenticeship levy. There has been good uptake of the Continuing Professional Development (CPD) programmes for the ILA.</p> <p>74 staff from the Health Board have participated in the level 5 Leadership and Management conversation and training.</p> <p>The in-house clinical leadership programme has started at tier one. The focus of the programme is on risk</p>

	<p>management/decision making and accountability. Feedback from the course has been positive.</p> <p>The simulation site at Bronllys has been used for joint induction, six school simulation days, the immersive day for clinical leadership programme and preceptorship training.</p> <p>The first working carers workshop was held in February 2024, fourteen staff attended, enabling them to balance work and caring duties at home.</p> <p>Speaking up safely – the team are about to launch the 'Our Voice' platform, which will signpost staff to where to raise a concern, or how they can speak up and have their concerns looked at.</p> <p>The on-line staff retention guide is a menu of activities and check list that Managers can work through to consider the key areas which affect workforce retention.</p> <p><i>Is the take up in some of the work programmes where you would like it to be?</i></p> <p>Using the Manager's programme as an example, approximately three years ago there was a mandate that all Managers at Band 7 or below would go through the Manager's programme. This was not advertised as mandatory. Now there is a waiting list for people to attend the programme; it has been decided the course will now be run monthly.</p> <p>The Committee REVIEWED and RECEIVED the report and took ASSURANCE there is delivery against the plan.</p>
W&C/23/46	<p>COMMUNICATION AND ENGAGEMENT PROGRAMME RELATING TO WORKFORCE AND CULTURE COMMITTEE MATTERS</p> <p>The Deputy Director of Engagement and Communications presented the quarterly impact and delivery assurance report, which focused on staff engagement and internal communication, the progress made during the year, and the priorities for the year ahead.</p> <p>One of the biggest achievements, Staff Excellence Awards which was changed from a single evening event to a celebration spread over several months.</p>

	<p>The Director of Corporate Governance expressed a 'thank you' for the team for high-quality work both internally and externally.</p> <p>The Committee NOTED, DISCUSSED and took ASSURANCE from the Engagement and Communication Team Q3 Impact and Delivery Assurance Report.</p>
W&C/23/47	<p>AGILE WORKING</p> <p>The Assistant Director of Capital and Estates presented the paper which focuses on the relocation of staff from Neuadd Brynchienog, Brecon to the Bronllys site, with the benefit of relinquishing the lease with Powys County Council. Attention was drawn to the lessons learnt:</p> <ul style="list-style-type: none"> • Cultural challenges such as ownership of desks; • No standard system for booking meeting rooms; • Digital/Connectivity - IT is looking at the Halo system; • Structural challenges with the layout of the building – no open spaces; and • No breakout spaces. <p>In contrast a new building has been acquired in Spa Road, Llandrindod Wells which is laid out in an agile working fashion, with open plan areas, tea points and breakout rooms. Staff are keen to move into a modern fit for purpose environment. Space is being allocated on business need basis, and where leases can be relinquished.</p> <p>Welsh Government are focused on agile working, and are offering a monitoring system called Occupy, to build up data to make managerial decisions which can be implemented across the estate.</p> <p>Feedback from other Health Boards generally, in non-clinical space the utilisation is approximately 42% indicating there are opportunities to use space more effectively, although there further challenges due to the geographically dispersed estate.</p> <p><i>What are the next steps for the agile working programme?</i></p> <p>The Assistant Director of Capital and Estates advised that this is a focus for the Property and Accommodation Group. The Occupy system is being considered to provide management data to understand where this practice can be implemented more widely. The lessons learnt from the Bronllys move will provide more guidance.</p>

	<p>It is recognised that Managers are applying guidance of their own in individual Departments, there needs to a framework for a consistent approach.</p> <p><i>There are tools to measure impact and usage, is staff perception and what they're finding great, and what they find not so great, being fed into the work?</i></p> <p>The Assistant Director of Capital and Estates noted an improvement of the working environment is a key element of making Powys a great place to work.</p> <p>The Committee RECEIVED the update on Agile Working.</p>
W&C/23/48	<p>WORKFORCE PERFORMANCE REPORT</p> <p>The Deputy Director of Workforce and Organisational Development introduced the report, which provided an insight to the impact from the actions taken. The results from the national survey will give a sense of staff morale regarding the Sustainability and Transformation projects. Attention was drawn to:</p> <ul style="list-style-type: none"> • There has been an increase in staff turnover, potentially due to the aging workforce taking retirement, this makes retention difficult; • An increase in statutory mandatory compliance; • A slight improvement on Performance Appraisal and Development Review (PADR) compliance; and • A downward trend in sickness absence, better than the All-Wales position. <p><i>Regarding the non-compliance with PADR's in Primary Care, is this because there is high turnover of staff and sickness?</i></p> <p>The Deputy Director of Workforce and Organisational Development advised there has been significant sickness within this small team over the past year; this has a bearing on the compliance statistics.</p> <p>The use of agency staff remains high in this area. There is a need to determine the percentage of agency staff being used in the different areas.</p> <p>The Committee RECEIVED the Workforce Performance report and NOTED the progress being made.</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	
	There were no items for information.
OTHER MATTERS	
W&C/23/49	<p>COMMITTEE RISK REGISTER – RISKS OVERSEEN BY THIS COMMITTEE</p> <p>The Director of Corporate Governance presented the item which outlined the single risk that falls under the remit of this Committee’s Terms of Reference. This version of the register was presented to Board in January, a further update will be due to Board in March.</p> <p>The Committee CONSIDERED the December 2023 version of the Committee Risk Register,</p>
W&C/23/50	<p>COMMITTEE WORK PROGRAMME</p> <p>The Work Programme was received for information.</p>
W&C/23/51	<p>ANNUAL SELF ASSESSMENT OF COMMITTEE EFFECTIVENESS 2023/2024</p> <p>The Director of Corporate Governance gave the presentation, thanking those who had participated in the effectiveness survey. This is a requirement in the Standing Orders and an exercise across the whole cycle of Committee meetings in this quarter.</p> <p>The survey is split into several sections; there is a consistent level of positivity. The few actions identified will be taken forward.</p> <p>This is an ongoing process, comments were welcomed.</p> <p>The Committee NOTED the contents of the presentation.</p>
W&C/23/52	COMMITTEE TERMS OF REFERENCE REVIEW

	<p>The Director of Corporate Governance noted there are no significant changes required.</p> <p>It was proposed moving the Health and Safety and Fire Safety Standards Regulations from the Delivery and Performance Committee to the Workforce and Culture Committee. The Committee had no objection to this proposal.</p> <p>The Committee AGREED that the Chair of the Committee and Director of Corporate Governance finalise any recommendations to the Board.</p>
W&C/23/53	<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/23/54	<p>ANY OTHER URGENT BUSINESS</p> <p>There was no other urgent business.</p>
W&C/23/55	<p>DATE OF THE NEXT MEETING: 4 June 2024</p>