

# Workforce and Culture Committee

Thu 14 December 2023, 10:00 - 12:00

## Agenda

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### 10:00 - 10:00 **1. PRELIMINARY MATTERS**

0 min

 WC\_Agenda14 Dec2023.pdf (2 pages)

#### **1.1. Welcome and Apologies**

*Chair*

#### **1.2. Declarations of Interest**

*Chair*

#### **1.3. Experience Story:**

*Chair*

##### **1.3.1. Staff Story – Maternity Services team during escalation**

*Presentation*                      *Director of Nursing and Midwifery*

#### **1.4. Minutes of the previous meeting held on the 11 July 2023, for approval**

*Attached*                      *Chair*

 W&C\_1.4\_Minutes\_11\_July\_23\_UNCONFIRMED.pdf (6 pages)

#### **1.5. Workforce and Culture Committee Action Log**

 W&C\_1.5\_Action log.pdf (2 pages)

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### 10:00 - 10:00 **2. ITEMS FOR ASSURANCE**

0 min

#### **2.1. Director of Workforce and OD Report**

*Attached*                      *Director of Workforce and OD*

 W&C\_2.1\_Directors Report WC Committee Dec 23.pdf (9 pages)

 W&C\_2.1a\_20231023 LL D Cyflwyno Adroddiad Sicrwydd Codi'r Bar.pdf (4 pages)

#### **2.2. Workforce Performance Report**

*Attached*                      *Director of Workforce and OD*

 W&C\_2.2\_Workforce Performance Report October 2023.pdf (20 pages)

#### **2.3. Workforce Futures: Partnership and Citizenship Highlight Report**

*Attached*                      *Director of Workforce and OD*

 W&C\_2.3\_Partnership and Citizen Highlight Report.pdf (13 pages)

#### **2.4. Workforce Futures: Staff Health and Wellbeing**

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**10:00 - 10:00 3. ITEMS FOR DISCUSSION**

0 min

*There are no items for discussion*

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**10:00 - 10:00 4. ESCALATED ITEMS**

0 min

*There are no escalated items*

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**10:00 - 10:00 5. ITEMS FOR INFORMATION**

0 min

*There are no items for information*

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**10:00 - 10:00 6. OTHER MATTERS**

0 min

**6.1. Committee Work Programme**

Attached

Director of Corporate Governance & Board Secretary

📄 W&C\_6.1\_Workforce and Culture Work Programme December 2023.pdf (1 pages)

**6.2. Items to be Brought to the Attention of the Board and/or Other Committees**

Oral

Chair

**6.3. Any Other Urgent Business**

Oral

Chair

**6.4. Date of the Next Meeting: 05 March 2024**

**6.5. Confidential Items**

*Representatives of the press and other members of the public shall be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest*

**6.6. Minutes of the In-Committee meeting held on 11 July 2023**

Chair

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**AGENDA**

| <b>Time</b> | <b>Item</b> | <b>Title</b>                                                                                                                | <b>Attached/Oral</b> | <b>Presenter</b>                  |
|-------------|-------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------|
|             | <b>1</b>    | <b>PRELIMINARY MATTERS</b>                                                                                                  |                      |                                   |
| 10.00       | 1.1         | Welcome and Apologies                                                                                                       | Oral                 | Chair                             |
|             | 1.2         | Declarations of Interest                                                                                                    | Oral                 | All                               |
| 10.00       | 1.3         | Experience Story: <ul style="list-style-type: none"> <li>Staff Story – Maternity Services team during escalation</li> </ul> | Attached             | Director of Nursing and Midwifery |
| 10.15       | 1.3         | Minutes from the previous meeting held on 11 July 2023                                                                      | Attached             | Chair                             |
| 10.20       | 1.4         | Committee Action Log                                                                                                        | Attached             | Chair                             |
|             | <b>2</b>    | <b>ITEMS FOR ASSURANCE</b>                                                                                                  |                      |                                   |
| 10.25       | 2.1         | Director of Workforce and OD Report                                                                                         | Attached             | Director of Workforce and OD      |
| 10.45       | 2.2         | Workforce Performance Report                                                                                                | Attached             | Director of Workforce and OD      |
| 10.55       | 2.3         | Workforce Futures: Partnership and Citizenship Highlight Report                                                             | Attached             | Director of Workforce and OD      |
| 11.20       | 2.4         | Workforce Futures: Staff Health and Wellbeing                                                                               | Attached             | Director of Workforce and OD      |
|             | <b>3</b>    | <b>ITEMS FOR DISCUSSION</b>                                                                                                 |                      |                                   |
|             |             | <i>There are no items for discussion.</i>                                                                                   |                      |                                   |
|             | <b>4</b>    | <b>ESCALATED ITEMS</b>                                                                                                      |                      |                                   |
|             |             | <i>There are no escalated items</i>                                                                                         |                      |                                   |
|             | <b>5</b>    | <b>ITEMS FOR INFORMATION</b>                                                                                                |                      |                                   |
|             |             | <i>There are no items for information.</i>                                                                                  |                      |                                   |
|             | <b>6</b>    | <b>OTHER MATTERS</b>                                                                                                        |                      |                                   |
| 11.45       | 6.1         | Committee Work Programme                                                                                                    | Attached             | Director of Corporate Governance  |
| 11.50       | 6.2         | Items to be Brought to the Attention of the Board and/or Other Committees                                                   | Oral                 | Chair                             |
|             | 6.3         | Any Other Urgent Business                                                                                                   | Oral                 | Chair                             |
|             | 6.4         | Date of the Next Meeting: 05 March 2024                                                                                     |                      |                                   |

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6.5 The Chair, with advice from the Director of Corporate Governance / Board Secretary, has determined that the following items include confidential or commercially sensitive information which is not in the public interest to discuss in an open meeting at this time. The Board is asked to take this advice into account when considering the following motion to exclude the public from this part of the meeting:

Motion under Section 1(2) Public Bodies (Admission to Meetings) Act 1960

***"Representatives of the press and other members of the public shall be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest"***

|       |     |                                                          |          |       |
|-------|-----|----------------------------------------------------------|----------|-------|
| 11.55 | 6.6 | Minutes of the In-Committee meeting held on 11 July 2023 | Attached | Chair |
|-------|-----|----------------------------------------------------------|----------|-------|

**Powys Teaching Health Board is committed to openness and transparency and conducts as much of its business as possible in a session that members of the public are normally welcome to attend and observe.**

**Meetings are currently held virtually, should you wish to observe a virtual meeting of a committee, please contact the Director of Corporate Governance at [PowysDirectorate.CorporateGovernance@wales.nhs.uk](mailto:PowysDirectorate.CorporateGovernance@wales.nhs.uk) at least 24 hours in advance of the meeting in order that your request can be considered on an individual basis.**

**Papers for the meeting are made available on the website in advance and a copy of the minutes are uploaded to the website once agreed at the following meeting.**

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**POWYS TEACHING HEALTH BOARD**

**UNCONFIRMED**

**WORKFORCE AND CULTURE COMMITTEE MEETING HELD ON  
TUESDAY 11 July 2023, 15:00-15:45  
VIA MICROSOFT TEAMS**

**Present:**

|                     |                            |
|---------------------|----------------------------|
| Ian Phillips        | Independent Member (Chair) |
| Chris Walsh         | Independent Member         |
| Cathie Poynton      | Independent Member         |
| Jennifer Owen Adams | Independent Member         |

**In Attendance:**

|               |                                                             |
|---------------|-------------------------------------------------------------|
| Hayley Thomas | Interim Chief Executive                                     |
| Mark McIntyre | Deputy Director of Workforce and Organisational Development |
| Claire Roche  | Director of Nursing and Midwifery                           |
| Pete Hopgood  | Director of Finance and IT                                  |
| Helen Bushell | Director of Corporate Governance (from 14.20)               |
| Adam Pearce   | Service Improvement Manager: Welsh Language and Equalities  |
| Carl Cooper   | PTHB Chair (observing)                                      |

**Apologies for absence:**

|                   |                                        |
|-------------------|----------------------------------------|
| Debra Wood Lawson | Director of Workforce and OD           |
| Claire Madsen     | Director of Therapies & Health Science |

**Committee Support:**

|               |                                      |
|---------------|--------------------------------------|
| Liz Patterson | Interim Head of Corporate Governance |
|---------------|--------------------------------------|

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| <b>PRELIMINARY MATTERS</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| W&C/23/16                  | <p><b>WELCOME AND APOLOGIES FOR ABSENCE</b></p> <p>The Committee Chair welcomed Members to the meeting. Apologies for absence were noted as recorded above.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| W&C/23/17                  | <p><b>DECLARATIONS OF INTEREST</b></p> <p>No interests were declared in addition to those already declared in the published register.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| W&C/23/18                  | <p><b>MINUTES FROM THE PREVIOUS MEETING, HELD 16 MAY 2023</b></p> <p>The Committee APPROVED the minutes of the meeting 16 May 2023.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>ITEMS FOR ASSURANCE</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| W&C/23/19                  | <p><b>EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT</b></p> <p>The Service Improvement Manager: Welsh Language and Equalities presented the Equality, Diversity and Inclusion Annual Report 2022-2023.</p> <p><i>Independent Members sought assurance by asking the following questions:</i></p> <p><i>How have the activities put in place and actions undertaken contributed to the culture of equality, diversity and inclusion?</i></p> <p>The Service Improvement Manager: Welsh Language and Equalities confirmed that there had been an increased focus and resource put in place to support the culture in recent years. The Equality, Diversity and Inclusion Annual Report commonly attracts criticism as it is written by equality professionals who are only able to include information that has been shared by colleagues.</p> <p><i>How is it possible to ascertain if the actions outlined in the report are taking place and what impact they are having?</i></p> <p>The Deputy Director of Workforce and OD advised that information regarding culture can be obtained from the national staff surveys, local pulse surveys and examining cases of complaints of inequality. The Service Improvement Manager: Welsh Language and Equalities is leading on a</p> |

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revised action plan and survey questions specifically linked to this area.

*The Health Board sponsor Pride but sponsorship by Health Boards can be difficult. What does this mean in real terms?*

The Service Improvement Manager: Welsh Language and Equalities advised that the sponsorship of Pride had been provided by Mental Health Services and the Living Well Programme with contributions from their budgets. The involvement had been by way of the presence of the sexual health and equalities team at events.

*The Strategic Plan for Equality, Diversity and Inclusion had been impacted by Covid-19. What steps have been taken to address this?*

The Service Improvement Manager: Welsh Language and Equalities advised that it was important to impact assess the recovery plans put in place in response to the pandemic from an equality, diversity and inclusion perspective.

*The gender pay gap at 17.7% is above the UK average. Is this due to a disproportionate impact from the higher pay bands?*

The Deputy Director of Workforce advised that the gender pay gap was broadly comparable to the UK economy. There are a larger percentage of women working in health and the Health Board compares favourably with other NHS organisations.

*Is there an ethnicity pay gap?*

The Service Improvement Manager: Welsh Language and Equalities advised that this differential was less clear than the gender pay gap.

*Will further information be provided on what the Anti-Racist Action Plan includes?*

The Service Improvement Manager: Welsh Language and Equalities confirmed that the Annual Report related to 2022-23 and the Anti-Racist Action Plan went to Board in May 2023.

The Committee recommend to Board for approval and publication on the Health Board's website the Equality, Diversity and Inclusion Annual Report 2022/23.

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|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| W&C/23/20                    | <p><b>WELSH LANGUAGE ANNUAL REPORT</b></p> <p>The Service Improvement Manager: Welsh Language and Equalities presented the Welsh Language Annual Report 2022/23 produced in compliance with Welsh Language Standard 120. The Report was based on a template provided by the Welsh Language Commissioner.</p> <p>The Director of Corporate Governance advised that the Executive Committee had considered compliance against the Welsh Language Standards and whilst a considerable amount of progress has been made, there was still much to be done.</p> <p><i>The Health Board have received a notice of investigation by the Welsh Language Commissioner. How does this relate to the 2022-23 Annual Report?</i></p> <p>The Service Improvement Manager: Welsh Language and Equalities advised that Annual Report related to the period 2022/23 and the Notice of investigation had been received recently within the 2023/24 reporting period. It is the first Investigation that has been received by the Health Board. Work to date on the matters raised during the investigation tend to suggest that a technical solution will be appropriate.</p> <p>The Committee recommend to Board for approval and publication on the Health Board's website the Welsh Language Annual Report 2022/23.</p> |
| <b>ITEMS FOR DISCUSSION</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| W&C/23/21                    | There were no items for inclusion in this section.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>ESCALATED ITEMS</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| W&C/23/22                    | There were no escalated items.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>ITEMS FOR INFORMATION</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| W&C/23/23                    | There were no items for information.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>OTHER MATTERS</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| W&C/23/13                    | <p><b>ITEMS TO BE BROUGHT TO THE ATTENTION OF THE BOARD AND/OR OTHER COMMITTEES</b></p> <p>There were no items identified under this section.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| W&C/23/14                    | <b>ANY OTHER URGENT BUSINESS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | There was no urgent business for the Committee in open session. The Committee would receive an update from the Deputy Director of Workforce and OD on a workforce matter in the In-Committee meeting.                                                                                                                                                  |
| W&C/23/15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><b>CONFIDENTIAL ITEM</b></p> <p>The following motion was passed:<br/> <b><i>Representatives of the press and other members of the public shall be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest</i></b></p> |
| <p><b>PRESENT:</b></p> <p>Ian Phillips (Chair)<br/> Cathie Poynton (Independent Member)<br/> Jennifer Owen Adams (Independent Member)<br/> Chris Walsh (Independent Member)</p> <p><b>IN ATTENDANCE:</b></p> <p>Claire Roche (Director of Nursing and Midwifery)<br/> Helen Bushell (Director of Corporate Governance)<br/> Mark McIntyre (Deputy Director of Workforce and Organisational Development)<br/> Liz Patterson (Interim Head of Corporate Governance)<br/> Carl Cooper (PTHB Chair – observing)</p> <p><b>APOLOGIES FOR ABSENCE:</b></p> <p>Debra Wood Lawson (Director of Workforce and OD)</p> |                                                                                                                                                                                                                                                                                                                                                        |
| W&C<br>IC/23/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><b>MINUTES FROM THE PREVIOUS IN-COMMITTEE MEETING, HELD 16 MAY 2023</b></p> <p>The Committee APPROVED the minutes of the In-Committee meeting 16 May 2023.</p>                                                                                                                                                                                      |
| W&C<br>IC/23/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><b>DEPUTY DIRECTOR OF WORKFORCE AND OD UPDATE</b></p> <p>Rationale for item being held in private: This item relates to an individual member of staff.</p> <p>The Director of Workforce and OD updated the Committee on an employment issue.</p>                                                                                                    |

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|--|----------------------------------------------------------------|
|  |                                                                |
|  | <b>DATE OF THE NEXT MEETING</b><br>12 September 2023 via Teams |

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**RAG Status:**

- At risk Red - action date passed or revised date needed
- On track Yellow - action on target to be completed by agreed/revised date
- Completed Green - action complete
- No longer needed Blue - action to be removed and/or replaced by new action
- Transferred Grey - Transferred to another group

| Workforce and Culture Committee                                   |                |      |                                                          |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                      |                     |            |
|-------------------------------------------------------------------|----------------|------|----------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------|------------|
| Meeting Date                                                      | Item Reference | Lead | Meeting Item Title                                       | Details of Action                                                                     | Update on Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Original target date | Revised Target Date | RAG status |
| <b>OPEN ACTIONS FOR REVIEW - NONE</b>                             |                |      |                                                          |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                      |                     |            |
| <b>OPEN ACTIONS - IN PROGRESS BUT NOT YET DUE - NONE</b>          |                |      |                                                          |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                      |                     |            |
| <b>ACTIONS RECOMMENDED FOR CLOSURE (MEETING 14 DECEMBER 2023)</b> |                |      |                                                          |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                      |                     |            |
| 28-Jan-22                                                         | W&C/22/15      | DFIT | Matters arising from the minutes of the previous meeting | Request for inclusion of Single Point of Contact project on work programme            | <p><b>Update on progress prepared for March 2023 meeting:</b> The Single Point of Contact would be supported by a comprehensive model of community care (Welsh Speaking) which proactively supports patients in the community.</p> <p>The existing telephony solution used by the Switchboard and Patient Services, will allow transfer for callers who wish to speak to Welsh receptionists about their booking. The Patient booking service will require Welsh speaking staff available to take those calls.</p> <p>There is also a SMS text service being rolled out across service which includes Welsh Translation, to help mitigate the ongoing DNA issue.</p> <p>Further update to be provided to the next meeting on 12 Sept 2023.</p> <p><b>14.12.23 update</b> - action plan agreed at Executive Committee with funding in place. Action plan has been circulated to the Committee for assurance. Further update will be provided within the Welsh language annual report in 2024.</p> | 12/09/2023           | 14/12/2023          | Completed  |
| 16-May-23                                                         | W&C/23/06a     | DWOD | Workforce Performance Report                             | Include percentage of turnover relating to fixed term contracts in performance report | <b>update on 14.12.2023:</b> This is included in the Workforce Performance Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |                     | Completed  |
| 16-May-23                                                         | W&C/23/06b     | DWOD | Workforce Performance Report                             | Bring update on Team climate to September 2023 meeting                                | <b>Update on 14.12.2023:</b> This was taken to the Joint meeting of Workforce and Culture and Patient Experience, Quality and Safety Committee on 24 October 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |                     | Completed  |

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|-----------|------------|------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|-----------|
| 16-May-23 | ARA/23/012 | Director of Workforce and OD | Report on increased use of Agency and decreased bank | Following the Temporary Staffing Unit Internal Audit Report, could further information in relation to the emerging increased use of agency staff and decreasing use of the bank be provided to a forthcoming Workforce and Culture Committee. | <p><b>09.09.23 update:</b> transferred from Audit Risk and Assurance Committee May meeting</p> <p><b>Update on 14.12.2023:</b> This is included in the Director of Workforce and OD Report to December meeting</p> |  |  | Completed |
|-----------|------------|------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|-----------|

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**Agenda item: 2.1**

| <b>Workforce and Culture Committee</b>              |                                                         | <b>Date of Meeting:<br/>14 December 2023</b> |
|-----------------------------------------------------|---------------------------------------------------------|----------------------------------------------|
| <b>Subject:</b>                                     | Executive Director of Workforce and OD Summary Report   |                                              |
| <b>Approved and presented by:</b>                   | Debra Wood-Lawson, Executive Director of Workforce & OD |                                              |
| <b>Prepared by:</b>                                 | Sarah Powell Assistant Director OD                      |                                              |
| <b>Other Committees and meetings considered at:</b> | Executive Committee 30 November 2023                    |                                              |

| <b>PURPOSE:</b>                                                                                                                                                                                                                                                                                             |                   |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|
| The purpose of this paper is to update the Workforce and Culture Committee on the work carried out by the Workforce & OD Directorate, since the last meeting in 2023 and any key issues identified nationally.                                                                                              |                   |                    |
| <b>RECOMMENDATION(S):</b>                                                                                                                                                                                                                                                                                   |                   |                    |
| This Committee is asked to:                                                                                                                                                                                                                                                                                 |                   |                    |
| <ul style="list-style-type: none"> <li>• <b>RECEIVE</b> the report as an update (since September 2023) on priorities within the Workforce section of the Integrated Plan for 2023/24 that are not part of the committee’s agenda and take <b>ASSURANCE</b> against delivery of those priorities.</li> </ul> |                   |                    |
| <b>Approval/Ratification/Decision<sup>1</sup></b>                                                                                                                                                                                                                                                           | <b>Discussion</b> | <b>Information</b> |
| x                                                                                                                                                                                                                                                                                                           | ✓                 | ✓                  |

<sup>1</sup> Equality Impact Assessment (EiA) must be undertaken to support all organisational decision making at a strategic level

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Workforce and Culture Committee Directors Report Page 1 of 9 Workforce & Culture Committee  
14 December 2023  
Agenda Item 2.1

**THE PAPER IS ALIGNED TO THE DELIVERY OF THE FOLLOWING STRATEGIC OBJECTIVE(S) AND HEALTH AND CARE STANDARD(S):**

|                            |                                            |   |
|----------------------------|--------------------------------------------|---|
| Strategic Objectives:      | 1. Focus on Wellbeing                      | x |
|                            | 2. Provide Early Help and Support          | x |
|                            | 3. Tackle the Big Four                     | x |
|                            | 4. Enable Joined up Care                   | x |
|                            | 5. Develop Workforce Futures               | ✓ |
|                            | 6. Promote Innovative Environments         | x |
|                            | 7. Put Digital First                       | x |
|                            | 8. Transforming in Partnership             | x |
| Health and Care Standards: | 1. Staying Healthy                         | ✓ |
|                            | 2. Safe Care                               | ✓ |
|                            | 3. Effective Care                          | ✓ |
|                            | 4. Dignified Care                          | ✓ |
|                            | 5. Timely Care                             | ✓ |
|                            | 6. Individual Care                         | ✓ |
|                            | 7. Staff and Resources                     | ✓ |
|                            | 8. Governance, Leadership & Accountability | ✓ |

**EXECUTIVE SUMMARY:**

This paper provides an update on priorities within the Workforce section of the Integrated Plan for 2023/24 since September 2023 that are not part of the committee's agenda. The report also includes updates on other aspects of workforce matters both local and national.

- Transformation and Sustainability of Our Workforce
- A Great Place to Work
- Employee Health and Wellbeing – separate agenda item
- Joint workforce Futures programme/ Partnership - separate agenda item
- Welsh Language and Equalities

Inaugural joint committee - Workforce and Culture / Patient Experience and Quality

National updates:

- Speaking up Safely Framework
- Welsh Language Commissioner report
- Perinatal Workforce Plan
- Audit Wales- Workforce Planning Assessments
- Strengthening Sexual Safety Arrangements in NHS Wales
- Managers conduct/code

## DETAILED BACKGROUND AND ASSESSMENT:

### 1. Workforce Sustainability and Transformation

*'Having people with the right skills and expertise, in the right place and with the right capacity to deliver the health and care needs of our population is essential. We will work with partners such as Welsh Government, HEIW and Social Care Wales as part of their development for a long-term workforce plan for health and care.'*

Key activities since September 2023:

#### **Workforce planning**

- Workforce planning training continues to be promoted across the organisation with dates for the face-to-face session available across the county up until the end of Q4 23/24. At the end of November, 47 managers have received training on the application of the HEIW developed 6 step toolkit, with a further 20 booked during January, February and March. A further 16 senior managers in the Mental Health division have received a 1 hour overview session via teams. Discussions have been held with several Assistant Directors around the progress with their workforce plans and to offer any additional support and advice that may be required from the team.

#### **Aspiring Nurses**

- September 2023 saw the recruitment and deployment of 22 new, externally recruited, Aspiring Nurses to our Adult & Mental Health wards as part of a new initiative to widen the access to registered nursing careers for those living in rural communities. This also enables the development of a more stable and long-term solution for a registered nursing workforce supply in Powys. Partnering with Llandrillo College and Bangor University, all 22 are on the 3-year programme, with an expected qualification date of July 2026, at which point they will move into a Band 5 Registered Nurse role.

Currently, we have a total of 70 staff who are being supported through one of our Aspiring Nurses Programmes. These are at various stages, with a further 17 studying the Level 4 Programme which is equivalent to Year 1 of the nursing degree programme, allowing them to step onto the degree programme at stage 2 should they wish. In terms of expected outputs from the various pathways, 5 Aspiring Nurses have recently qualified, there are a further 7 due to qualify in 2024, 5 in 2025, 48 in 2026, 5 in 2027.

- The Aspiring Nurse programme recently won the National Adult Learning Award for 'Workplace Change Makers' and was also part of a Sky news

broadcast focusing in on helping keep young people in rural communities. The Health Board has also been invited to speak at an RCN national conference about the Aspiring Nurse Programme and the work undertaken to develop local solutions to the nursing workforce.

- Recent discussions with HEIW have resulted in confirmation of the central funding support required to run the programme again next Sept 2024. Planning is underway locally to secure Health Board approval to support the programme that will again look to recruit up to 35 Aspiring Nurses to the Health Board.

### **Internationally Educated Nurses (IENs')** previously known as Overseas Nurses

- Earlier this year, we recruited 5 internationally educated nurses (IEN's) to join the team on Maldwyn Ward, Welshpool. This was our largest IEN cohort to date and we can now confirm that all 5 have successfully passed their OSCE Exams and have gained NMC registration. This has made a significant impact on the Registered Nurse staffing levels in Maldwyn Ward.
- We welcomed our newest overseas nurse recruits into Llandrindod at the end of October 2023. All 5 nurses arrived safely and an existing employee who is an internationally educated nurse (IEN) has joined the cohort.
- Training is well underway on the OSCE preparation programme for all 6 of our new IEN colleagues, preparing them to be ready to sit their OSCE exams in early January 2024.
- Looking forward, further overseas nurse recruitment is planned for Feb/March 2024, and June 2024. One of our Corporate Nursing colleagues joined a recent trip to Kerala, India to support the recruitment of another cohort for NHS Wales. This was very successful for Powys, and 6 potential recruits have been identified as very suitable candidates for roles within Powys. NWSSP are currently making offers to the candidates selected.
- In a bid to enhance the overseas nursing recruitment programme, a formal 'Project Group' has now been established, chaired by the Assistant Director for Community Services Group (CSG). Having a formalised approach with representatives from CSG, WOD, Finance, and Estates allows for a more robust and planned approach with clear allocation of responsibilities to prepare and support any incoming cohorts.

### **2. Great place to work:**

*'The available pool of potential recruits into the healthcare sector is limited and it is crucial that PTHB is able to be competitive by being a great place to work and retaining staff who feel valued for the part that they play.'*

### **Key activities since September 2023:**

### **The Team Climate Survey**

Team climate has been completed in Womens and Childrens with 60% of the staff responding. Results were positive and well above average and have been shared with their Senior Management Team. Their data also formed part of the recent joint Workforce and Culture and Patient Experience, Quality and Safety Committee held on 24<sup>th</sup> October. Mental Health and Learning Disabilities have recently completed the team climate and their results are currently being collated. Questionnaires have also been sent to Finance Colleagues to complete. Further details in the Health and Wellbeing agenda item.

### **Clinical Leadership**

The first pilot of the Tier 1 (Band 5/6 staff) Clinical Leadership Immersive Programme (CLIP) has taken place and a second pilot cohort will commence in December. The programme will then be evaluated in readiness for wider roll out. The design of Tier 2 (bands 7-8a) will then commence.

### **Introduction of Sysaid/Halo**

Sysaid was introduced into the Temporary Staffing Unit in August 2023 to deal with requests and queries. The new way of working aims to streamline and improve the request resolution process. Every ticket through the system is logged with a number that can be tracked and updated as it moves through the process of being resolved. We will be moving the Sysaid system over to Halo at the end of November, the Halo system is very similar to Sysaid but will be more user friendly and we will be able to do more reporting from this system which will help us to improve the service.

### **Wagestream**

The Temporary Staffing Unit continues to try and recruit to Bank and explore ways in which the Health Board can compete with Agencies, most of whom offer weekly pay. Wagestream offers an alternative payment system to bank staff which allows individuals to draw down a part of their accrued wages at any time in the month without creating difficulties which are normally encountered when weekly and monthly payrolls are run for the same individual. The Wagestream APP and process is now available for Powys Teaching Health Board Bank Staff.

### **Joint Committee**

A joint Committee was held 24th October 2023 with the Workforce and Culture & Patient Experience, Quality and Safety Committees to focus on Womens and Childrens Directorate. There was a sharing, discussion and triangulation of the following data sets:

- Incident management

- Concerns management
- Quality improvement
- Learning
- Workforce KPIs
- Team Climate.

### **Welsh Language**

- We have a draft Welsh in Healthcare Strategy that will seek to address the question of Welsh language skills over the next few years as well as meeting our statutory requirement under Welsh Language Standard 110 and the requirement to have a Welsh workforce strategy under the More than Just Words Framework for Welsh in Health and Social Care.
- As part of our Academy Careers Workforce Futures scheme, members of the Welsh language team have been out and about in secondary schools across the county talking to pupils about the importance of Welsh language skills as part of our wider approach to encourage young people into Health and Social Care.
- Investigations: there are two outstanding investigations with the Commissioner. The first relates to callers wishing to use Welsh. An action plan has been prepared to submit to the Commissioner by the deadline of 8th December. Our response focuses around using the functionality of new telephony upgrades to enable calls to be redirected to sites with Welsh speakers able to take calls as required. The Welsh in Healthcare Strategy will also help to address any skills gaps.

The second relates to the bilingual provision on our website. We are currently awaiting a final decision on this investigation, however the communications team is already hard at work identifying gaps and ensuring that all pages are either updated to be fully bilingual or otherwise archived or removed as required.

- Equality: We are developing our SEP for 2024-28 and some draft objectives will be brought to the Board for a development session in the near future.
- We also hope soon to introduce SignLive, an exciting new system which will enable BSL using service users to contact the health board via our regular telephone lines.

### **Anti Racism plan update**

- We are planning a board development session during January which will provide training and awareness raising around issues of anti-racism. We are now reporting on Ethnicity pay annually, and anti-racist principles have been incorporated into our Equality for Managers' training.

Mills Belinda  
07/12/2023 11:03:57

## Staff surveys

- When the NHS survey closed on 27<sup>th</sup> November, the health board's response rate was 27.98% with an all-Wales target of 30%. We had 673 responses. The average response rate for all health boards was 19.20%, with the All-Wales average of 20.31%. There may still be a few outstanding paper copies to upload by HEIW.
- Health Boards will receive their survey data sets in January 2024, when we will then feedback the findings and formulate an action plan where required. This data will also be triangulated against the Powys Engagement and Wellbeing Survey undertaken earlier in the year where we are validating the data and visiting sites to talk to staff. (Details of this included in the Health and Wellbeing agenda item).

## Workforce Futures (WFF)

- The agenda item Partnership and Citizenship will describe the WFF reset programme of work in detail. The reset proposal and associated resourcing plan will be considered at the Regional Partnership Programme Board on 8<sup>th</sup> December.

## National updates

- The National Speaking up Safely Framework was published as a Welsh Health Circular by Welsh Government in September. A self-assessment against the framework was undertaken in October 2023 and presented to a previous Workforce and Culture Committee. Work will be undertaken throughout the winter to embed the approach and further information is provided in the Staff Health and Wellbeing agenda item. An update on this work will be presented to Board and Audit and Risk Committee in March 2024.
- BMA pay dispute for Junior Doctors. Members of the BMA are currently voting on industrial action relating the 2022/2023 pay award and we are anticipating the outcome of the ballot after it closes on the 18<sup>th</sup> December 2023. We anticipate that any strike action will occur within the first few weeks in January 2024. A national framework and reporting arrangement is in place to coordinate, negotiate and monitor the position.
- Welsh Language. In October 2023 the Welsh Language Commissioner issued their first assurance report: Raising the Bar: ([Raising the Bar: Assurance Report 2022-23 \(welshlanguagecommissioner.wales\)](https://www.welshlanguagecommissioner.wales))

The assurance report shared the findings on the performance of public sector organisations with their language duties. It was outlined in the report that written services are often available, however there has been

little improvement with relation to oral services and the provision is below par. It requests that organisations focus on improving services that rely on having staff with Welsh language skills in the right areas to respond to that demand. The Commissioner also set out that organisations should set a clear aim to increase the amount of Welsh used within their organisations and implement policies that increase the opportunities for people to use Welsh in their work.

- HEIW are developing a multi-disciplinary Strategic Perinatal Workforce Plan. HEIW now have team in post and series of online webinars and engagement events are being held throughout October and November. 103 people registered for the online webinars, with five sessions having successfully been hosted so far. All health boards are represented as well as all professional groups. The plan is due for release in early 2024.
- Health boards are awaiting the release of the findings of the Audit Wales, Workforce Planning assessments undertaken back in the early summer of 2023.
- Strengthening Sexual Safety Arrangements in NHS Wales - early this year the CNO commissioned NHS Wales Executive and National Safeguarding Service to establish a National Coordinating group for Sexual Safety in NHS Wales; primarily in response to the report by the Women's Rights Network (WRN) '*When We Are at Our Most Vulnerable*' which included a concerning high frequency of reports of sexual violence occurring in hospital settings.

In September 2023, there was a media report of sexual assaults on trainee female surgeons. The Deputy Chief Medical Officer subsequently wrote to all medical directors to seek assurances of actions being taken to protect colleagues in their organisations. All Medical Directors shared their safeguarding policies which were in line with national requirements.

At a recent NHS CEO leadership meeting, health boards were asked to note the recommendations made by the National Coordinating Group:

- All organisations to adopt the Speaking up Safely as the Vehicle to speak up about sexual abuse.
- National Policy Scoping for Single Sex Accommodation and Estates.
- Training for safeguarding, violence against women, domestic abuse and sexual violence (VAWDASV).
- NHS Wales organisations should, where they do not already exist, develop and ratify Sexual Safety policies, with wider plans to developed on a national basis.

- Data/reporting mechanisms, recording and sharing learning. A robust process or system to reliably report and capture these harms.
- The NHS Executive will provide local and national oversight of sexual safety incidents within NHS healthcare, identify themes, trends and risks, and provide opportunities to share good practice and outcomes.

Powys HB will incorporate the recommendations of the sexual safety review into our Strategic Equalities Plan.

- Effective NHS Management - Based on the findings of the Thirlwall, Kark, Messenger reports and the recent incidents at the neonate unit at the Countess of Chester Hospital, HEIW are developing a set of Management Development priorities for the NHS. This is likely to include requirements for all managers to be developed, trained, supported and accredited, regardless of their background with some commentators urging regulation of those in management positions.

Linked to the above, the health board has already committed to Compassionate Leadership approach and will be developing a 'managers hub' which will include a Manager's charter/pledge.

#### **NEXT STEPS:**

A further update will be provided to the Workforce and Culture Committee at its next meeting.

Mills, Belinda  
07/12/2023 14:35:57



23 Hydref 2023

Annwyl Brif Weithredwr,

### Adroddiad Sicrwydd 2022 - 2023: Codi'r Bar

Dyma ddolen at fy adroddiad sicrwydd cyntaf fel Comisiynydd y Gymraeg – [Codi'r Bar: Adroddiad Sicrwydd 2022-23 \(comisiynyddygyymraeg.cymru\)](#).

Mae'r adroddiad sicrwydd yn rhannu canfyddiadau ar sut mae sefydliadau'n gweithredu eu dyletswyddau iaith. Pwrpas yr adroddiad yw tynnu sylw at arferion llwyddiannus a manau ble mae modd gwella - gan dynnu sylw yn arbennig at broblemau cyffredin neu faterion o bwysigrwydd strategol. Mae'r adroddiad yma yn canolbwyntio ar gydymffurfiaeth gyda dyletswyddau gwasanaethau, hybu a hyrwyddo defnydd o'r Gymraeg ac asesu sgiliau Cymraeg swyddi wrth hysbysebu.

Fy mhrif ganfyddiadau yn yr adroddiad yw bod gwasanaethau ysgrifenedig ar gael yn Gymraeg yn helaeth, er hynny nid oes cynnydd mewn gwasanaethau llafar ac mae'r ddarpariaeth islaw'r hyn ddylai fod. Mae defnyddwyr yn adrodd i ni taw gwasanaethau llafar (megis gwasanaethau ffôn a wyneb yn wyneb) y maent yn fwy tebygol o'u defnyddio. Mae'n allweddol felly bod cyrff yn mynd ati o ddifri i wella gwasanaethau sy'n ddibynnol ar gael staff sydd â sgiliau Cymraeg yn y manau cywir i ymateb i'r galw.

Mae'r strategaeth Cymraeg 2050 yn nodi bod Gweinidogion Cymru '*am i'r defnydd o'r Gymraeg fod yn rhan arferol o fywyd bob dydd, fel bod siaradwyr ar bob lefel yn teimlo'n hyderus i'w defnyddio mewn sefyllfaoedd ffurfiol ac anffurfiol, a bod pobl yn cymryd camau rhagweithiol i gynnig cynnyrch a gwasanaethau yn Gymraeg*'. Mae Gweinidogion Cymru wedi creu corff o safonau sy'n canolbwyntio ar hybu defnyddio'r Gymraeg yng nghydestun gwasanaethau er mwyn i sefydliadau sydd o dan ddyletswyddau safonau gyfrannu at y nod polisi hwn. Mae angen i sefydliadau fynd i'r afael o ddifri â'r cyfrifoldeb o

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Siambrau'r Farchnad  
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Welsh Language Commissioner  
Market Chambers  
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Cardiff CF10 1AT

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post@welshlanguagecommissioner.wales  
Correspondence welcomed in Welsh and English

welshlanguagecommissioner.wales



Comisiynydd y  
Gymraeg  
Welsh Language  
Commissioner

hyrwyddo gwasanaethau er mwyn cynyddu defnydd o'r Gymraeg. Does dim arwydd bod hynny'n digwydd mewn ffordd gyfannol ar hyn o bryd.

Mae twf mewn addysg Gymraeg yn hanfodol o ran cynyddu nifer o siaradwyr Cymraeg ond mae angen sicrhau hefyd bod cyfleoedd i'n pobl ifanc i ddefnyddio'r Gymraeg yn y byd gwaith wedi hynny. Mae gan gyrff cyhoeddus Cymru gyfle i ddatblygu gweithle ble mae'r Gymraeg yn cael ei defnyddio yn naturiol ac yn helaeth bob dydd. Dylai sefydliadau osod nod clir er mwyn cynyddu'r defnydd o'r Gymraeg o fewn eu sefydliadau drwy weithredu ar bolisiau sy'n cynyddu cyfleoedd i bobl defnyddio'r Gymraeg yn eu gwaith.

Rwyf yn cydnabod bod yna anawsterau cyffredinol wrth recriwtio ar hyn o bryd. Serch hynny, nid yw problemau cyffredinol wrth recriwtio yn sail i ymylu dyletswyddau iaith. Mae'n rhaid i gyrff roi ymdrech gydwybodol i ymateb i'r heriau recriwtio sy'n bodoli trwy gael gwell trefniadau mewn lle ar gyfer recriwtio a dethol gweithlu dwyieithog medrus sydd yn diwallu anghenion defnyddwyr y Gymraeg.

Mae croeso i chi gysylltu â ni trwy eich swyddog cyswllt os hoffech drafod cynnwys yr adroddiad.

Yr eiddoch yn gywir,

**Efa Gruffudd Jones**  
Comisiynydd y Gymraeg

Mills Belinda  
07/12/2023 14:54:57



Comisiynydd y  
Gymraeg  
Welsh Language  
Commissioner

23 October 2023

Dear Chief Executive,

### **Adroddiad Sicrwydd 2022 - 2023: Codi'r Bar**

Here is a link to my first assurance report as Welsh language commissioner – [Raising the Bar: Assurance Report 2022-23 \(welshlanguagecommissioner.wales\)](https://www.welshlanguagecommissioner.wales)

The assurance report shares my findings on the performance of public sector organisations with their language duties. The purpose of the report is to draw attention to good practice and to areas that need to be improved – focusing in particular on common problems or matters of strategic importance. This report discusses compliance with service duties, promoting and facilitating use of the Welsh language and assessing the Welsh language skills for posts during recruitment.

My main findings outlined in the report are that written services are often available, however there has been little improvement with relation to oral services and the provision is below par. Unfortunately, users report to us that is services such as telephone services and face to face services that they are more likely to use. It is crucial therefore that organisations focus on improving services that rely on having staff with Welsh language skills in the right areas to respond to that demand.

The Welsh Governments' Cymraeg 2050 strategy wants to see '*the use of the Welsh language as a natural part of everyday life, so that speakers at all levels can feel confident to speak Welsh in both formal and informal situations, and that people can take proactive steps to offer products and services in Welsh*'. The Welsh Ministers have created a set of standards that focus on promoting use of the Welsh language in the context of services so that organisations who are subject to these standards can contribute to this aim.

Mills, Belinda  
07/12/2023 14:54:57



Comisiynydd y  
Gymraeg  
Welsh Language  
Commissioner

Organisations need to give determined effort to the responsibility of promoting services to increase use of the Welsh language. There is no sign that this currently happening currently in a holistic way.

Growth in Welsh education is essential with regards to increasing the number of Welsh speakers; however we need to also ensure that there are opportunities for our young people to use their Welsh in the world of work after education. Welsh public sector organisations have an opportunity to develop a workplace where Welsh is used naturally and often every day. Organisations should set a clear aim to increase the amount of Welsh used within their organisations and implement policies that increase the opportunities for people to use Welsh in their work.

I acknowledge that there are currently general difficulties with recruitment. However, these general issues are not a reason to sideline language duties. Organisations must make a conscious effort to respond to the recruitment challenges that exist by developing better practices that can find a skilled and able bilingual workforce which will meet the needs of Welsh language users.

You are welcome to contact us through your contact officer to discuss the contents of the report.

Yours sincerely,

**Efa Gruffudd Jones**  
Welsh Language Commissione

Mills, Belinda  
07/12/2023 14:54:57

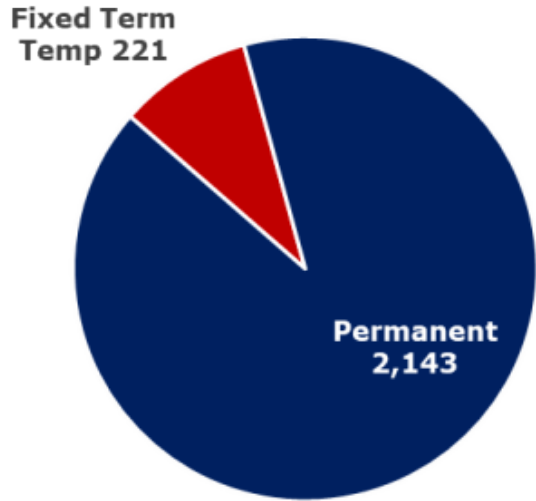
# Workforce & Culture Committee 14 December 2023 Item 2.2

## Workforce Performance Report : October 2023 Data

Mills, Belinda  
07/12/2023 14:54:57

# Workforce Profile

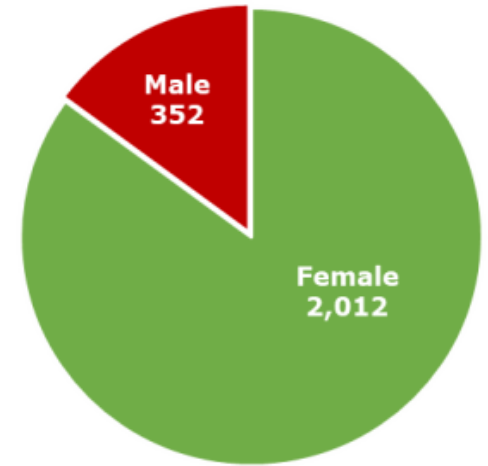
### Assignment Status



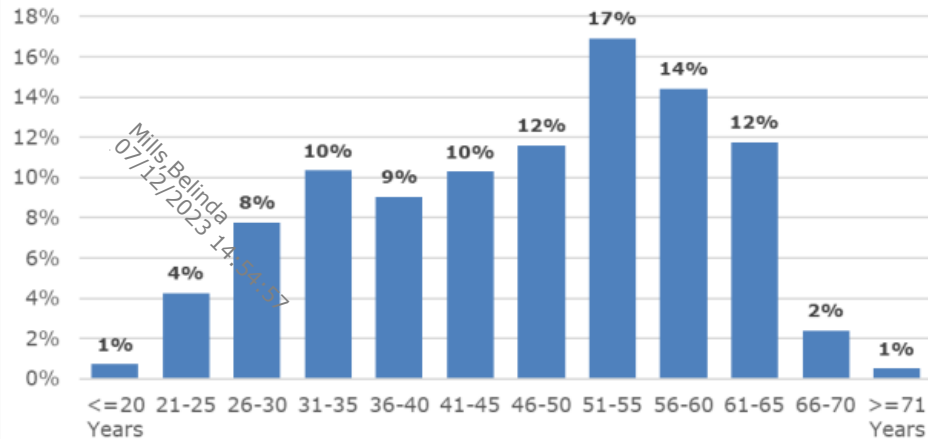
### Employee Category



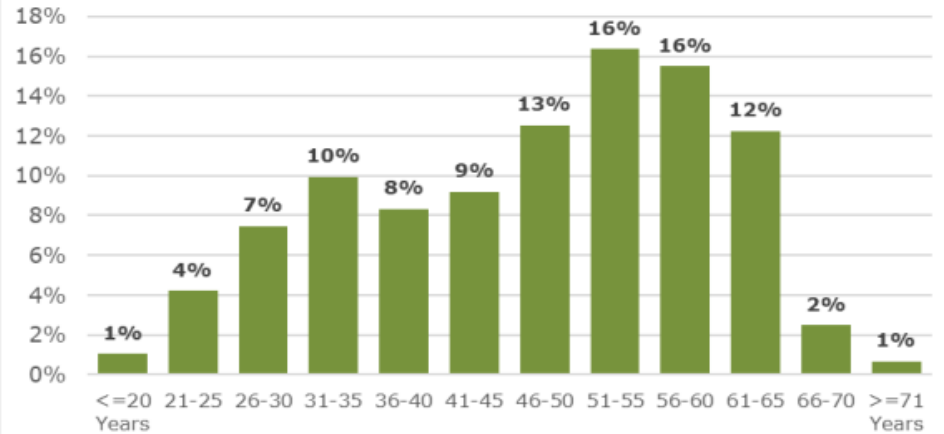
### Employee Gender



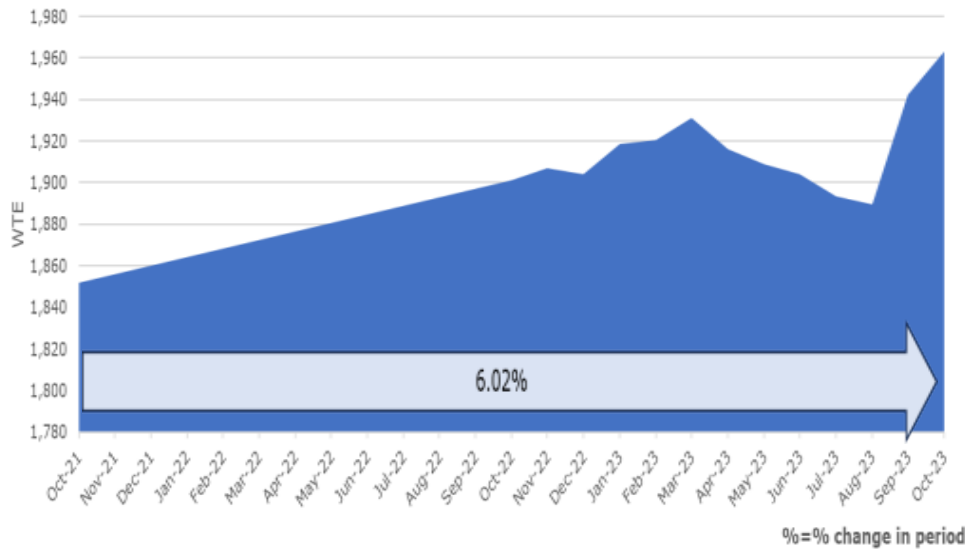
### PTHB Age Profile by %



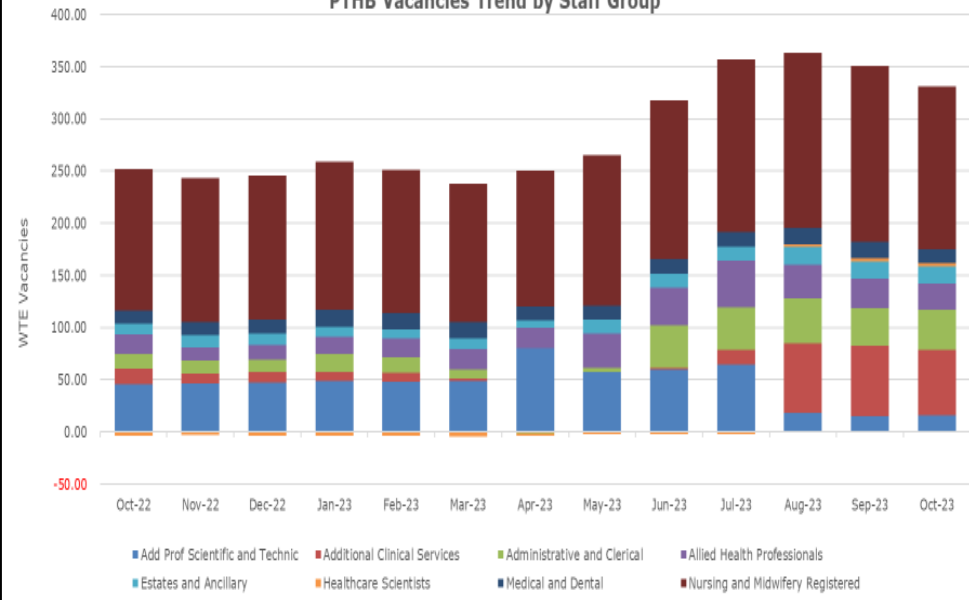
### Nursing Age Profile by %



Staff in Post WTE - Oct-2021 to Oct-2023



PTHB Vacancies Trend by Staff Group



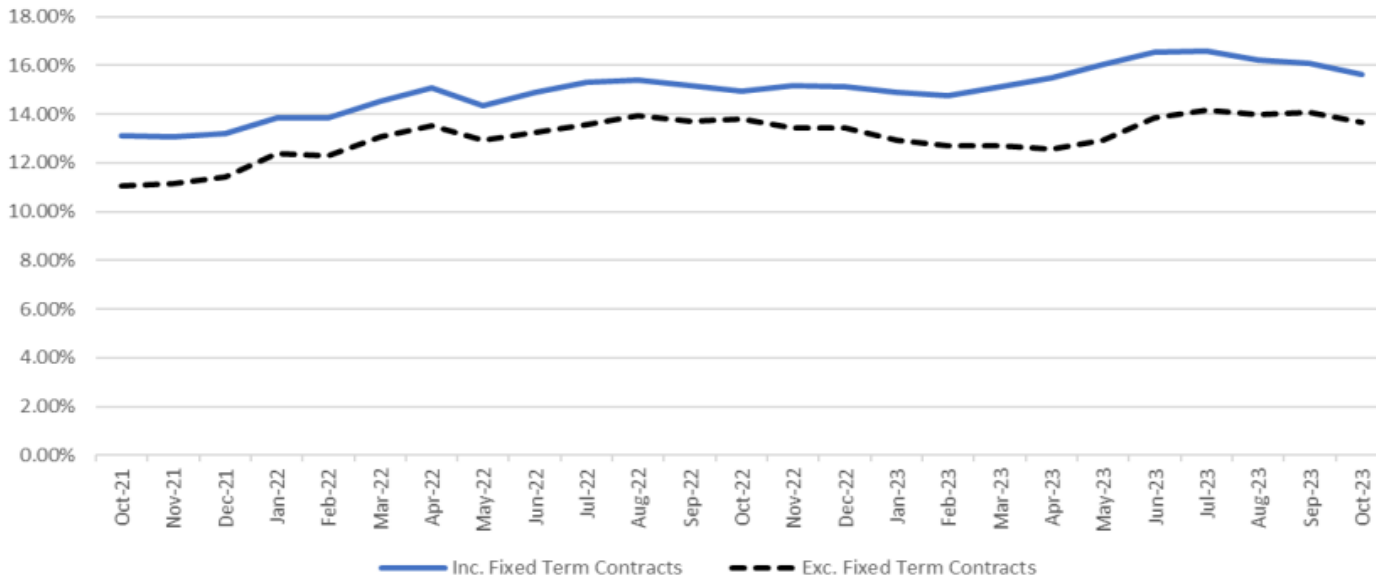
| Directorate                                 | Staff in Post WTE |                 |                 |
|---------------------------------------------|-------------------|-----------------|-----------------|
|                                             | Oct-21            | Oct-22          | Oct-23          |
| COVID 19 Prevention and Response            | 11.13             | 3.60            | 0.00            |
| Chief Executive Office                      | 15.48             | 15.00           | 20.00           |
| Community Care & Therapies                  | 732.67            | 756.52          | 786.24          |
| Community Dental Service                    | 35.88             | 40.43           | 42.14           |
| Corporate Governance                        | 11.67             | 13.47           | 14.80           |
| Estates & Works                             | 41.68             | 42.93           | 47.05           |
| FID Finance Directorate                     | 67.65             | 73.82           | 86.25           |
| Facilities & Health and Safety              | 153.63            | 149.96          | 151.94          |
| MED Medical Directorate                     | 8.79              | 8.79            | 11.99           |
| MHD Mental Health                           | 339.51            | 346.83          | 376.74          |
| Medicines Management                        | 27.23             | 28.52           | 29.65           |
| NUD Nursing Directorate                     | 28.29             | 26.56           | 32.75           |
| PHD Public Health Directorate               | 77.01             | 86.26           | 63.59           |
| PLD Planning Directorate                    | 31.95             | 34.89           | 32.69           |
| Primary Care                                | 27.00             | 24.55           | 20.69           |
| THD Therapies & Health Sciences Directorate | 19.23             | 22.96           | 17.83           |
| WOD Directorate                             | 47.41             | 49.75           | 53.40           |
| Women and Children Directorate              | 175.48            | 176.47          | 175.39          |
| <b>Grand Total</b>                          | <b>1,851.69</b>   | <b>1,901.31</b> | <b>1,963.14</b> |

| Staff Group                      | Staff in Post WTE |                 |                 |
|----------------------------------|-------------------|-----------------|-----------------|
|                                  | Oct-21            | Oct-22          | Oct-23          |
| Add Prof Scientific and Technic  | 72.29             | 80.53           | 78.69           |
| Additional Clinical Services     | 374.58            | 393.75          | 416.18          |
| Administrative and Clerical      | 494.35            | 526.10          | 557.59          |
| Allied Health Professionals      | 134.26            | 136.28          | 146.06          |
| Estates and Ancillary            | 174.05            | 170.44          | 164.62          |
| Healthcare Scientists            | 4.00              | 6.61            | 7.21            |
| Medical and Dental               | 33.71             | 31.86           | 33.96           |
| Nursing and Midwifery Registered | 564.46            | 555.73          | 557.82          |
| Students                         |                   |                 | 1.00            |
| <b>Grand Total</b>               | <b>1,851.69</b>   | <b>1,901.31</b> | <b>1,963.14</b> |

| What the charts tells use                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Areas of Concern                                                                                                                                                                                                                                                                                                                                                                                                                                             | Actions/Mitigations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Between October 2021 and October 2023 the workforce has increased year on year from 1,852 WTE to 1,963 WTE, an increase of 6.02% (111.45 WTE) over the period. In the last 12 months WTE has risen by 3.25% (61.84 WTE).</p> <p>9% (221) of the workforce are currently on fixed term contracts and 85% (2,012) of the workforce are female.</p> <p>In the last 12 months the Public Health Directorate saw a significant decrease of 22.67 WTE. The Covid-19 Mass Vaccination Programme were accountable for the majority (18.40 WTE), some due to fixed term contracts, but mainly voluntary resignations.</p> <p>The professional groups with a significant increase are:</p> <ul style="list-style-type: none"> <li>• <b>Additional Clinical Services</b> – 31.49 WTE<br/>Majority due to the appointment of 22 Aspiring Nurses (5 in Mental Health &amp; 17 Adult)</li> <li>• <b>Administrative and Clerical</b> - 22.43 WTE<br/>Main increase continues to be within Information Projects and WOD Projects, among small increases in multiple departments.</li> <li>• <b>Allied Health Professionals</b> - 9.78 WTE<br/>In the last 12 months Speech Therapy and Physiotherapy have seen a slight increase.</li> </ul> <p>Age profile charts show that nearly half of the current workforce, 46%, are currently over the age of 51. Of the nursing workforce, 47% are over the age of 51.</p> | <p>Whilst there are overall increases in WTE over the period, there remains significant vacancies and challenges in recruiting to a number of clinical roles with 156.05 WTE Registered Nurse vacancies out of a budgeted establishment of 710 WTE. 42.70 WTE of which are within the Community Wards and 7.07 WTE Mental Health Wards.</p> <p>Medical posts across the organisation have 7.5 WTE vacancies out of a budgeted establishment of 26.5 WTE.</p> | <ul style="list-style-type: none"> <li>• Earlier this year, 5 internationally educated nurses (IEN's) were recruited to join the team on Maldwyn Ward, Welshpool. This was PTHB largest IEN cohort to date and all 5 have successfully passed their OSCE Exams and have gained NMC registration.</li> <li>• In a bid to enhance the overseas nursing recruitment programme, a formal 'Project Group' has now been established, chaired by the Assistant Director for Community services group (CSG).</li> <li>• The health board appointed 22 Aspiring Nurses in August 2023 and their training commenced in September 2023. The aspiring nurses are now active on wards across the organisation and the impact on variable pay spend is monitored monthly.</li> <li>• Continued targeted attendance at recruitment events locally and attendance at national events.</li> <li>• 2 Consultant Adult Psychiatrists. Have commenced in post in November 2023.</li> <li>• Continued roll out of workforce planning training to senior managers in the organisation, including bespoke training for nursing, wards and community.</li> </ul> |

# Turnover/Stability Index

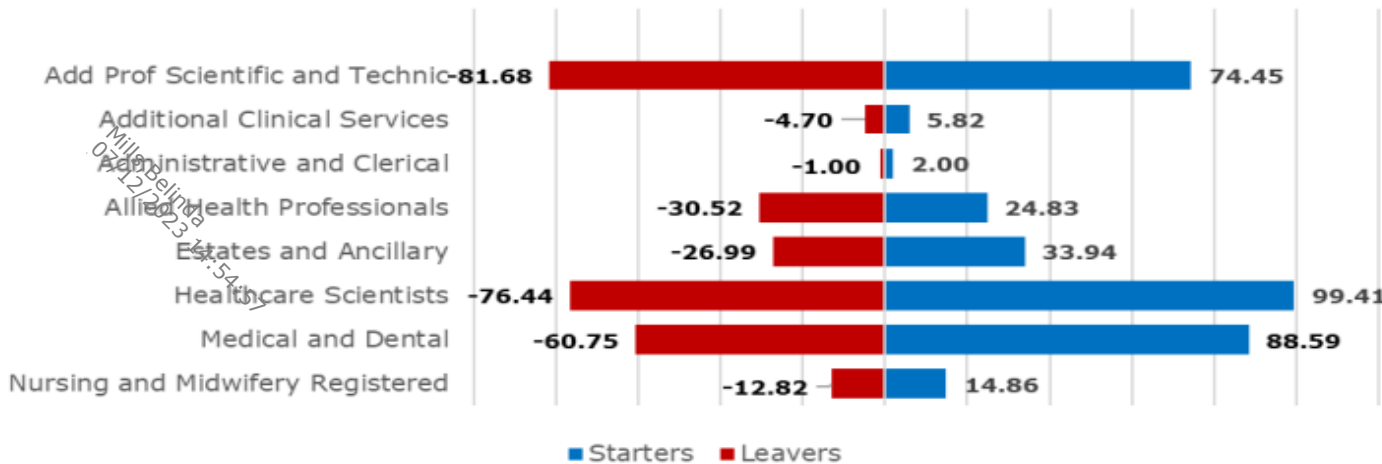
Rolling Turnover - Oct-2021 to Oct-2023



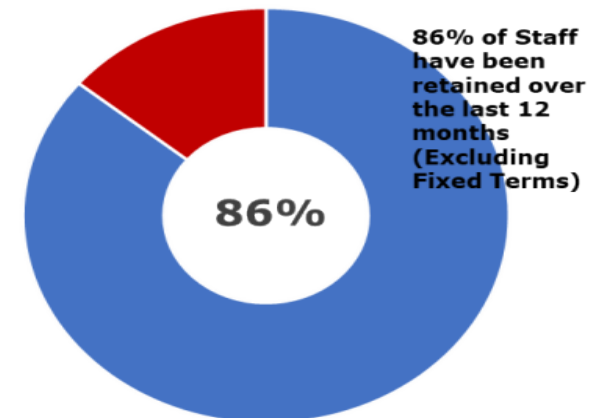
## Actual Performance (FTE)

| Oct-23               | Oct-21 | All Wales Benchmark |
|----------------------|--------|---------------------|
| Including Fixed Term |        |                     |
| 15.6%                | 13.1%  | 7.4% (Aug-23)       |
| Excluding Fixed Term |        |                     |
| 13.7%                | 11.0%  | Unavailable         |

Leavers v Starters by Staff Group - 12 month



Staff Retention



## Rolling Turnover 2022/23 by Directorate/Staff Group

| Directorate                                | Average Headcount | Avg FTE        | Starters Headcount | Starters FTE  | Leavers Headcount | Leavers FTE   | Rolling Turnover Headcount % | Rolling Turnover FTE % |
|--------------------------------------------|-------------------|----------------|--------------------|---------------|-------------------|---------------|------------------------------|------------------------|
| <b>COVID 19 Prevention and Response</b>    | 2                 | 1.80           | 1                  | 0.00          | 0                 | 0.00          | 0.00%                        | 0.00%                  |
| <b>Chief Executive Office</b>              | 19                | 17.50          | 5                  | 4.80          | 3                 | 2.00          | 15.79%                       | 11.43%                 |
| <b>Community Care &amp; Therapies</b>      | 969               | 772.14         | 146                | 120.49        | 127               | 95.36         | 13.11%                       | 12.35%                 |
| <b>Community Dental Service</b>            | 58                | 41.68          | 6                  | 3.94          | 4                 | 2.92          | 6.90%                        | 7.01%                  |
| <b>Corporate Governance</b>                | 15                | 14.13          | 3                  | 3.00          | 2                 | 2.00          | 13.79%                       | 14.15%                 |
| <b>Estates &amp; Works</b>                 | 47                | 45.49          | 10                 | 10.00         | 8                 | 7.80          | 17.20%                       | 17.15%                 |
| <b>FID Finance Directorate</b>             | 86                | 80.08          | 20                 | 20.00         | 7                 | 6.73          | 8.19%                        | 8.41%                  |
| <b>Facilities &amp; Health and Safety</b>  | 207               | 150.87         | 30                 | 18.43         | 30                | 20.12         | 14.49%                       | 13.34%                 |
| <b>MED Medical Directorate</b>             | 14                | 9.24           | 4                  | 1.90          | 1                 | 0.50          | 7.41%                        | 5.41%                  |
| <b>MHD Mental Health</b>                   | 425               | 361.03         | 92                 | 79.77         | 68                | 59.03         | 16.02%                       | 16.35%                 |
| <b>Medicines Management</b>                | 36                | 30.53          | 8                  | 6.86          | 6                 | 4.30          | 16.90%                       | 14.08%                 |
| <b>NUD Nursing Directorate</b>             | 34                | 29.65          | 7                  | 6.20          | 3                 | 2.50          | 8.96%                        | 8.43%                  |
| <b>PHD Public Health Directorate</b>       | 100               | 75.39          | 13                 | 9.81          | 30                | 25.30         | 30.00%                       | 33.56%                 |
| <b>PLD Planning Directorate</b>            | 36                | 34.54          | 9                  | 8.80          | 5                 | 5.00          | 14.08%                       | 14.47%                 |
| <b>Primary Care</b>                        | 27                | 22.62          | 11                 | 8.89          | 21                | 16.15         | 77.78%                       | 71.41%                 |
| <b>THD Therapies &amp; Health Sciences</b> | 25                | 20.69          | 6                  | 3.92          | 8                 | 6.43          | 32.65%                       | 31.06%                 |
| <b>WOD Directorate</b>                     | 56                | 51.57          | 15                 | 13.00         | 14                | 12.20         | 25.00%                       | 23.66%                 |
| <b>Women and Children Directorate</b>      | 222               | 176.12         | 34                 | 24.08         | 34                | 26.56         | 15.35%                       | 15.08%                 |
| <b>Grand Total</b>                         | <b>2373</b>       | <b>1935.10</b> | <b>420</b>         | <b>343.90</b> | <b>371</b>        | <b>294.90</b> | <b>15.64%</b>                | <b>15.24%</b>          |

| Staff Group                      | Average Headcount | Avg FTE        | Starters Headcount | Starters FTE  | Leavers Headcount | Leavers FTE   | Rolling Turnover Headcount % | Rolling Turnover FTE % |
|----------------------------------|-------------------|----------------|--------------------|---------------|-------------------|---------------|------------------------------|------------------------|
| Add Prof Scientific and Technic  | 95                | 79.11          | 17                 | 14.86         | 16                | 12.82         | 16.84%                       | 16.21%                 |
| Additional Clinical Services     | 506               | 407.44         | 101                | 88.59         | 76                | 60.75         | 15.02%                       | 14.91%                 |
| Administrative and Clerical      | 635               | 543.74         | 118                | 99.41         | 94                | 76.44         | 14.80%                       | 14.06%                 |
| Allied Health Professionals      | 164               | 141.17         | 37                 | 33.94         | 33                | 26.99         | 20.12%                       | 19.12%                 |
| Estates and Ancillary            | 225               | 167.95         | 36                 | 24.83         | 42                | 30.52         | 18.71%                       | 18.17%                 |
| Healthcare Scientists            | 8                 | 6.91           | 2                  | 2.00          | 1                 | 1.00          | 13.33%                       | 14.46%                 |
| Medical and Dental               | 50                | 32.91          | 11                 | 5.82          | 8                 | 4.70          | 16.00%                       | 14.28%                 |
| Nursing and Midwifery Registered | 690               | 555.37         | 97                 | 74.45         | 101               | 81.68         | 14.64%                       | 14.71%                 |
| Students                         | 1                 | 0.50           | 0                  | 0.00          | 0                 | 0.00          | 0.00%                        | 0.00%                  |
| <b>Grand Total</b>               | <b>2,373</b>      | <b>1935.10</b> | <b>419</b>         | <b>343.90</b> | <b>371</b>        | <b>294.90</b> | <b>15.64%</b>                | <b>15.24%</b>          |

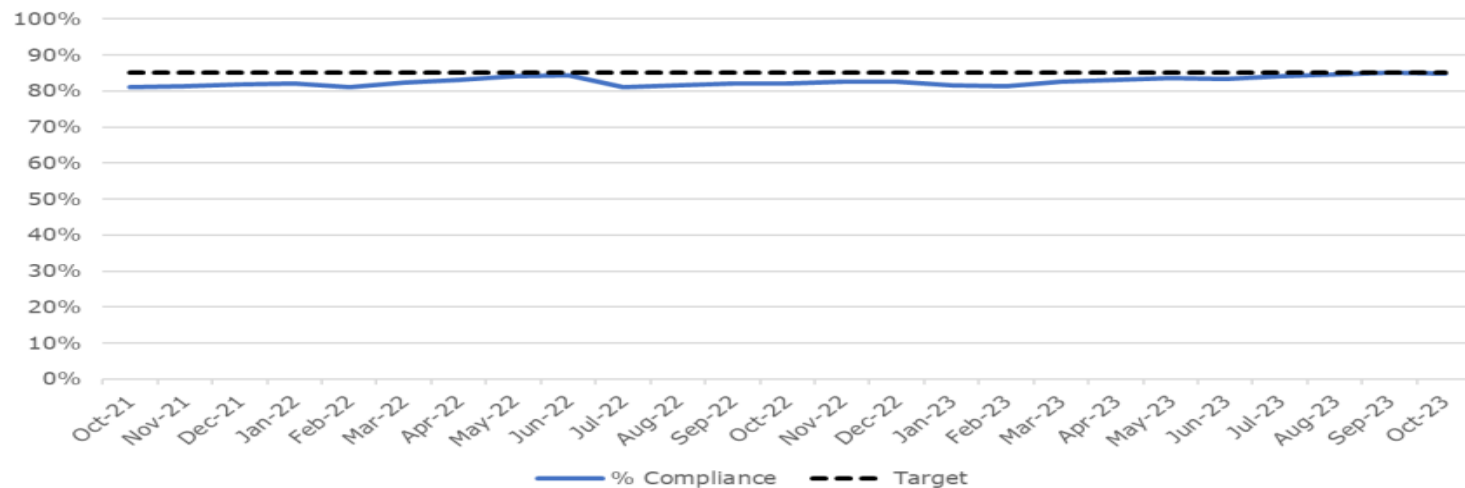
*Data does not include internal movements.*

| What the chart tells us                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Areas of Concern                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Actions/Mitigations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Rolling turnover has continued to increase over the last 2 years from 13.1% in Oct-21 to 15.6% in Oct-23, an increase of 2.5%. Organisation turnover is also 8.4% higher than the all-Wales benchmark position (7.4%). Excluding staff on fixed term contracts, turnover in Oct-23 falls to 13.7%.</p> <p>The Health Board has a Staff Retention of 86%, excluding fixed term contracts.</p> <ul style="list-style-type: none"> <li>• <b>Primary Care Directorate</b> are showing a particularly high turnover of 77.78%, with 16.15 WTE leaving the organisation, majority of which is due to the transfer of the Presteigne Practice (12.15).</li> <li>• <b>Public Health Directorate</b> are also showing a high turnover of 30%, with 25.30 WTE leaving the organisation. Majority being within Covid-19 Mass Vaccination (18.40 WTE), some due to end of fixed term contracts, but mainly voluntary resignations.</li> <li>• <b>THD Therapies &amp; Health Sciences</b> although showing a high turnover of 32.65% is mainly due to the small amount of staff within the Directorate. With 6.43 WTE leaving the organisation within the year, mainly due to end of fixed terms for Digital Engagement.</li> </ul> | <p>Turnover reported particularly high over the past 12 months in the following occupational groups:</p> <ul style="list-style-type: none"> <li>• <b>Allied Health Professionals (20%)</b><br/>In the last year 33 staff left the organisation, 23 were through voluntary resignation and 5 age retirement.</li> <li>• <b>Estates &amp; Ancillary (18.7%)</b> Of the 42 leavers in the last year, there were 8 age retirements and 25 voluntary resignations.</li> <li>• <b>Add Prof Scientific &amp; Tech (16.8%)</b> .<br/>Of the 16 leavers, 3 were age retirements and 10 were voluntary retirements.</li> </ul> | <p>Managers continue to be encouraged to undertake exit interviews with staff where appropriate to try and gather clear intelligence for the reasons staff leave.</p> <p>The Workforce and OD Directorate together with the Trade Unions and colleagues from services continue to roll out a series of Staff Roadshows across all hospital sites. The aim of these events is to support staff wellbeing and promote the support that is available within the Health Board.</p> <p>The Workforce and OD Directorate are working to develop good practice guides to support managers in working to improve retention.</p> <p>The Workforce and OD Directorate are rolling out a Team Climate survey which will support managers and teams to identify actions which they can take to support retention.</p> |

Ms. Palinda  
07/11/2023 14:54:57

# Mandatory & Statutory Training Compliance

**Mandatory & Statutory Training Compliance**



## Actual Performance

| Oct-23        | Oct-21 | All Wales Benchmark |
|---------------|--------|---------------------|
| 85%           | 81%    | 83% (Aug-23)        |
| <b>Target</b> |        |                     |
| 85%           |        |                     |

|                 |
|-----------------|
| Greater 85%     |
| Between 50%-85% |
| Below 50%       |

| Directorate/Locality                        | Headcount Oct-23 | Aug-23     | Sep-23     | Oct-23     |
|---------------------------------------------|------------------|------------|------------|------------|
| Chief Executive Office                      | 21               | 66%        | 66%        | 68%        |
| Community Care & Therapies                  | 938              | 85%        | 85%        | 85%        |
| Community Dental Service                    | 57               | 87%        | 87%        | 87%        |
| Corporate Governance                        | 15               | 88%        | 84%        | 87%        |
| Estates & Works                             | 45               | 95%        | 95%        | 95%        |
| Facilities & Health and Safety              | 207              | 85%        | 85%        | 86%        |
| FID Finance Directorate                     | 92               | 89%        | 88%        | 89%        |
| MED Medical Directorate                     | 13               | 71%        | 71%        | 73%        |
| MHD Mental Health                           | 430              | 79%        | 78%        | 78%        |
| Medicines Management                        | 37               | 92%        | 93%        | 95%        |
| NUD Nursing Directorate                     | 37               | 94%        | 95%        | 94%        |
| PHD Public Health Directorate               | 85               | 95%        | 95%        | 95%        |
| PLD Planning Directorate                    | 34               | 90%        | 89%        | 89%        |
| Primary Care                                | 19               | 86%        | 85%        | 84%        |
| THD Therapies & Health Sciences Directorate | 22               | 92%        | 93%        | 94%        |
| WOD Directorate                             | 58               | 88%        | 88%        | 89%        |
| Women and Children Directorate              | 210              | 87%        | 87%        | 87%        |
| <b>Grand Total</b>                          | <b>2,320</b>     | <b>85%</b> | <b>85%</b> | <b>85%</b> |

\* Data excludes Staff Joiners within the last Month.

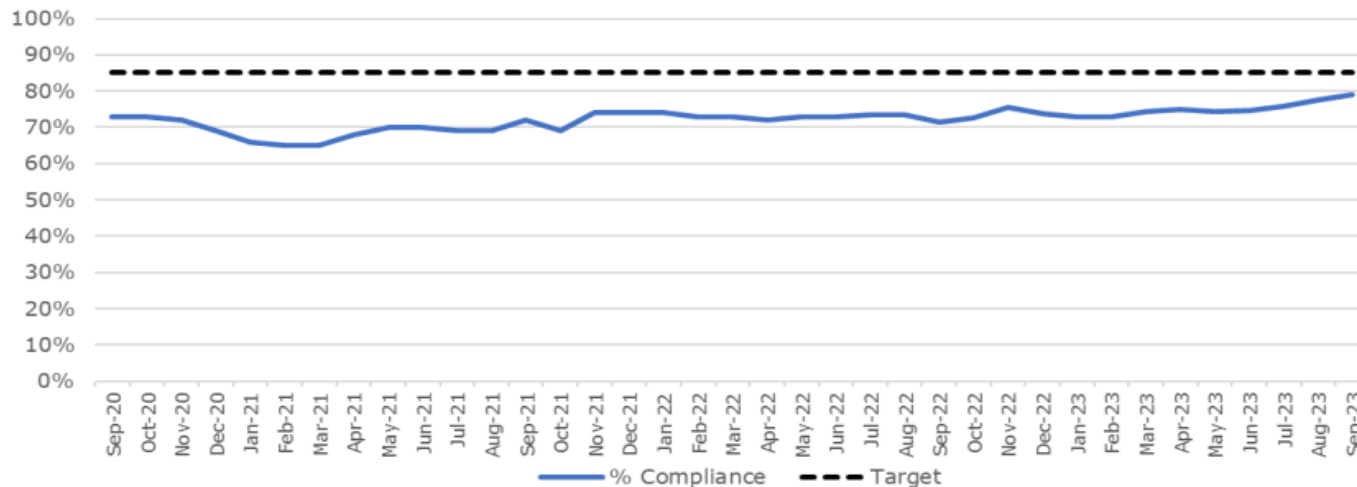
| Staff Group                      | Headcount Oct-23 | Aug-23     | Sep-23     | Oct-23     |
|----------------------------------|------------------|------------|------------|------------|
| Add Prof Scientific and Technic  | 95               | 81%        | 80%        | 82%        |
| Additional Clinical Services     | 476              | 86%        | 86%        | 85%        |
| Administrative and Clerical      | 643              | 90%        | 90%        | 90%        |
| Allied Health Professionals      | 163              | 79%        | 81%        | 81%        |
| Estates and Ancillary            | 217              | 86%        | 86%        | 86%        |
| Healthcare Scientists            | 8                | 78%        | 92%        | 94%        |
| Medical & Dental                 | 48               | 66%        | 66%        | 66%        |
| Nursing and Midwifery Registered | 670              | 82%        | 83%        | 82%        |
| <b>Grand Total</b>               | <b>2,320</b>     | <b>85%</b> | <b>85%</b> | <b>85%</b> |

\* Data excludes Staff Joiners within the last Month.

| What the chart tells us                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Areas of Concern                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Actions/Mitigations                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Graphs and tables show the compliance of all competencies attached to positions as well as Mandatory and Statutory competencies.</p> <p>The Organisation has continued to report on target at <b>85%</b> for the last 3 months, with <b>13</b> of the 17 Directorate's achieving the target or above and <b>4</b> of the 8 staff groups.</p> <p>The health board benchmarks positively when compared the All Wales position of 83% (August 2023).</p> <p><i>Mills, Belinda<br/>07/12/2023 14:54:57</i></p> | <p>The four directorates/service areas below the 85% target for compliance are:</p> <ul style="list-style-type: none"> <li>• Chief Executive Office - 68%</li> <li>• Medical Directorate - 73%</li> <li>• Mental Health - 78%</li> <li>• Primary Care - 84%</li> </ul> <p>The four staff groups below the 85% target for compliance are:</p> <ul style="list-style-type: none"> <li>• Add Prof Scientific and Tech - 82%</li> <li>• Allied Health Professionals - 80%</li> <li>• Medical and Dental - 66%</li> <li>• Allied Health Professionals - 82%</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance reports are produced monthly and circulated to services</li> <li>• The WOD BP team discuss mandatory compliance at Service Senior Management meetings.</li> <li>• The WOD BP team are regularly discussing low compliance with individual managers and reminding them of ESR guidance.</li> </ul> |

# PADR Compliance

## PADR Compliance



## Actual Performance

| Oct-23        | Oct-21     | All Wales Benchmark |
|---------------|------------|---------------------|
| <b>78%</b>    | <b>69%</b> | <b>72% (Aug-23)</b> |
| <b>Target</b> |            |                     |
| <b>85%</b>    |            |                     |

|                        |
|------------------------|
| <b>Greater 85%</b>     |
| <b>Between 50%-85%</b> |
| <b>Below 50%</b>       |

| Directorate/Locality                        | Assignment Count Oct-23 | Aug-23     | Sep-23     | Oct-23     |
|---------------------------------------------|-------------------------|------------|------------|------------|
| Chief Executive Office                      | 17                      | 88%        | 82%        | 82%        |
| Community Care & Therapies                  | 934                     | 79%        | 80%        | 77%        |
| Community Dental Service                    | 47                      | 76%        | 72%        | 53%        |
| Corporate Governance                        | 12                      | 92%        | 92%        | 92%        |
| Estates & Works                             | 45                      | 96%        | 93%        | 93%        |
| Facilities & Health and Safety              | 204                     | 85%        | 90%        | 93%        |
| FID Finance Directorate                     | 86                      | 70%        | 78%        | 84%        |
| MED Medical Directorate                     | 9                       | 67%        | 67%        | 78%        |
| Medicines Management                        | 408                     | 67%        | 66%        | 71%        |
| MHD Mental Health                           | 35                      | 94%        | 82%        | 68%        |
| NUD Nursing Directorate                     | 35                      | 94%        | 94%        | 94%        |
| PHD Public Health Directorate               | 82                      | 88%        | 88%        | 87%        |
| PLD Planning Directorate                    | 34                      | 73%        | 79%        | 68%        |
| Primary Care                                | 19                      | 53%        | 53%        | 47%        |
| THD Therapies & Health Sciences Directorate | 20                      | 90%        | 90%        | 90%        |
| WOD Directorate                             | 52                      | 90%        | 94%        | 87%        |
| Women and Children Directorate              | 215                     | 88%        | 90%        | 86%        |
| <b>Grand Total</b>                          | <b>2,254</b>            | <b>78%</b> | <b>79%</b> | <b>78%</b> |
| Medical & Dental Staffing                   | 50                      | 46%        | 67%        | 70%        |
| <b>Grand Total</b>                          | <b>2304</b>             | <b>77%</b> | <b>79%</b> | <b>78%</b> |

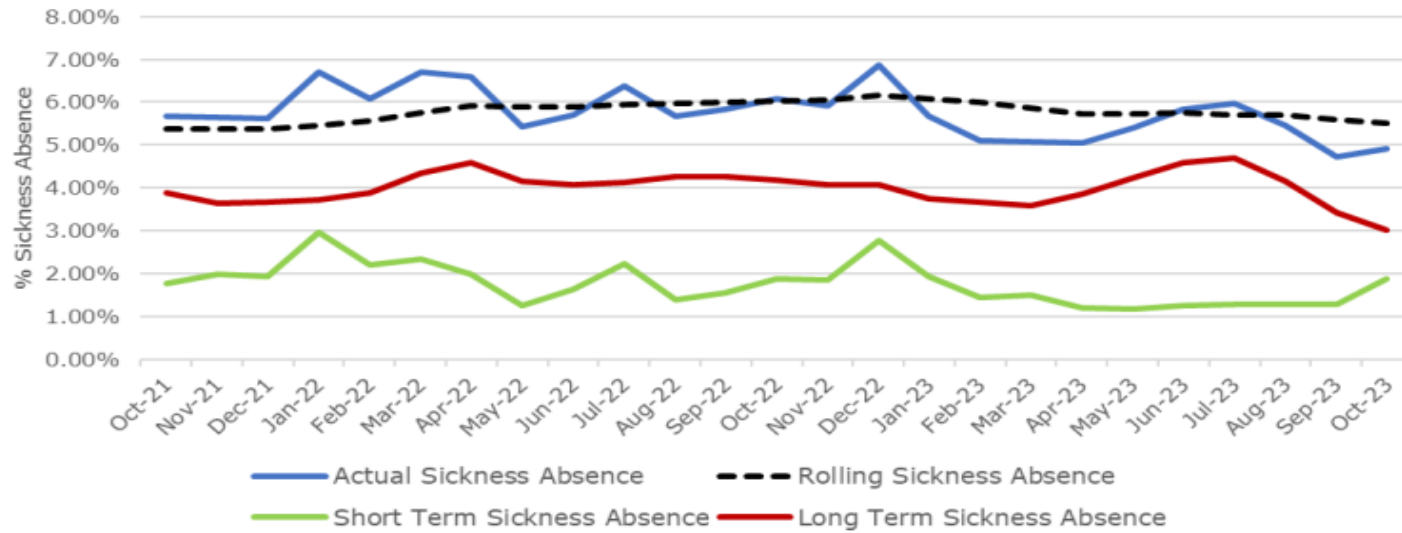
Data excludes Staff Joiners within the last 3 Months.

| Staff Group                      | Assignment Count Oct-23 | Aug-23     | Sep-23     | Oct-23     |
|----------------------------------|-------------------------|------------|------------|------------|
| Add Prof Scientific and Technic  | 97                      | 81%        | 79%        | 72%        |
| Additional Clinical Services     | 470                     | 76%        | 75%        | 73%        |
| Administrative and Clerical      | 637                     | 81%        | 83%        | 82%        |
| Allied Health Professionals      | 156                     | 79%        | 82%        | 76%        |
| Estates and Ancillary            | 214                     | 87%        | 91%        | 94%        |
| Healthcare Scientists            | 7                       | 100%       | 71%        | 71%        |
| Nursing and Midwifery Registered | 673                     | 77%        | 77%        | 77%        |
| <b>Grand Total</b>               | <b>2,254</b>            | <b>78%</b> | <b>79%</b> | <b>78%</b> |
| Medical & Dental Compliance      | 50                      | 46%        | 67%        | 70%        |
| <b>Grand Total</b>               | <b>2,304</b>            | <b>77%</b> | <b>79%</b> | <b>78%</b> |

| What the chart tells us                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Areas of Concern                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Actions/Mitigations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Appraisal rates are based on the percentage headcount of staff who have had a PADR in the last 12 months (Doctors and Dentists in the last 15 months).</p> <p>Overall, the percentage compliance for all staff groups reported at 78% in Oct-23, 7% below the national target of <b>85%</b>. All staff groups are showing a RAG rating of amber (with exception to Estates &amp; Ancillary), indicating that they all have a compliance between 50-85% The health board benchmarks positively when compared with the All Wales position of 72% (August 2023).</p> <p>.</p> <p>Mills, Belinda<br/>07/12/2023 14:54:57</p> | <p>The bottom 4 directorates for PADR compliance in Oct-23 are:</p> <ul style="list-style-type: none"> <li>• Primary Care – 47%</li> <li>• Community Dental Service – 53%</li> <li>• Mental Health – 68%</li> <li>• Planning Directorate – 68%</li> </ul> <p>The bottom 4 Staff Groups for PADR Compliance in Sep-23 are:</p> <ul style="list-style-type: none"> <li>• Medical &amp; Dental - 70%</li> <li>• Healthcare Scientists – 71%</li> <li>• Add Prof Scientific &amp; Tech – 72%</li> <li>• Additional Clinical Services - 73%</li> </ul> | <ul style="list-style-type: none"> <li>• The WOD BP team continue to discuss mandatory compliance at senior management meetings within services.</li> <li>• The WOD BP team are regularly discussing low compliance with individual managers and reminding them of ESR guidance.</li> <li>• The All Wales pay progression policy and positive action required in ESR has been in place as of October 2022 and reminders regarding pay progression have been issued to managers by the WOD BP team.</li> <li>• An FAQ document has been issued to staff and managers reminding them of the importance of PADR to pay progression.</li> </ul> |

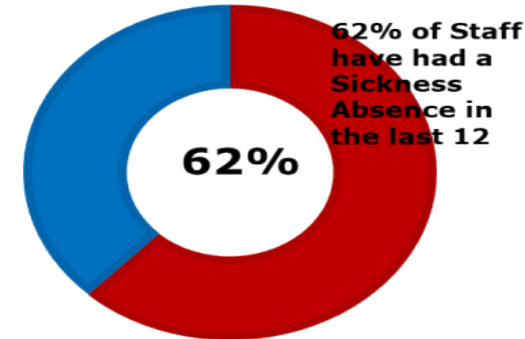
# Staff Absence

## Sickness Absence Rate



## Rolling Performance

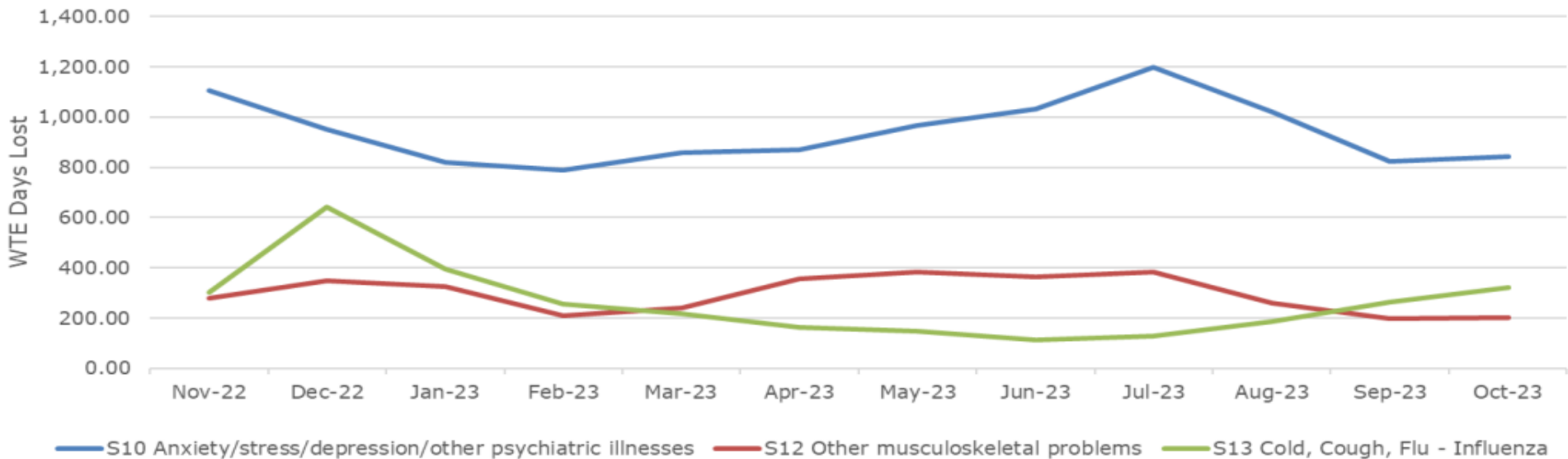
| Oct-23        | Oct-21       | All Wales Benchmark  |
|---------------|--------------|----------------------|
| <b>5.50%</b>  | <b>5.37%</b> | <b>6.2% (Aug-23)</b> |
| <b>Target</b> |              |                      |
| Nil           |              |                      |



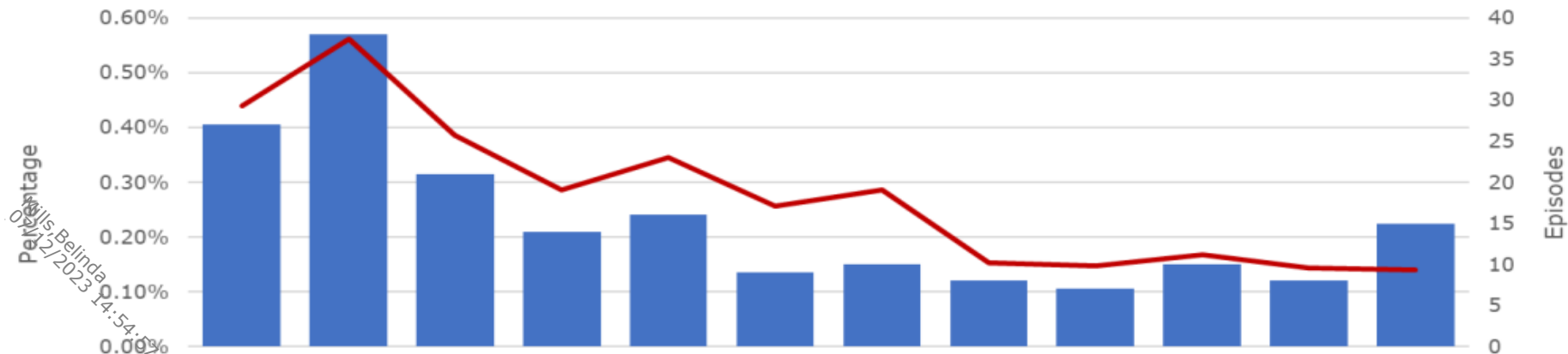
| Directorate                                 | Staff Headcount Oct-23 | Oct-21       |              | Oct-22       |              | Oct-23       |              |
|---------------------------------------------|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                             |                        | Actual       | Rolling      | Actual       | Rolling      | Actual       | Rolling      |
| Chief Executive Office                      | 21                     | 1.32%        | 1.05%        | 6.47%        | 5.40%        | 0.00%        | 1.85%        |
| Community Care & Therapies                  | 957                    | 6.45%        | 6.15%        | 6.80%        | 6.77%        | 5.98%        | 6.37%        |
| Community Dental Service                    | 58                     | 13.53%       | 7.54%        | 2.92%        | 4.37%        | 1.80%        | 2.48%        |
| Corporate Governance                        | 14                     | 0.00%        | 0.19%        | 1.68%        | 0.76%        | 0.22%        | 3.77%        |
| Estates & Works                             | 48                     | 8.65%        | 6.17%        | 6.81%        | 7.24%        | 2.62%        | 2.72%        |
| Facilities & Health and Safety              | 209                    | 6.81%        | 7.50%        | 7.81%        | 8.09%        | 8.56%        | 7.02%        |
| FID Finance Directorate                     | 92                     | 3.15%        | 1.57%        | 1.86%        | 3.59%        | 2.68%        | 3.17%        |
| MED Medical Directorate                     | 14                     | 0.00%        | 0.00%        | 10.90%       | 2.86%        | 0.00%        | 2.42%        |
| Medicines Management                        | 438                    | 4.79%        | 1.59%        | 4.01%        | 6.38%        | 1.23%        | 2.37%        |
| MHD Mental Health                           | 37                     | 5.67%        | 5.85%        | 6.44%        | 5.66%        | 4.00%        | 5.90%        |
| NUD Nursing Directorate                     | 37                     | 3.33%        | 5.57%        | 4.89%        | 6.73%        | 7.37%        | 5.57%        |
| PHD Public Health Directorate               | 85                     | 1.78%        | 1.79%        | 5.20%        | 4.15%        | 5.38%        | 4.58%        |
| PLD Planning Directorate                    | 34                     | 5.16%        | 3.26%        | 2.86%        | 2.87%        | 3.27%        | 3.90%        |
| Primary Care                                | 22                     | 3.81%        | 4.48%        | 5.97%        | 4.29%        | 6.09%        | 3.67%        |
| THD Therapies & Health Sciences Directorate | 23                     | 2.78%        | 3.41%        | 5.12%        | 3.44%        | 5.03%        | 8.92%        |
| WOD Directorate                             | 57                     | 2.60%        | 3.27%        | 3.19%        | 4.37%        | 5.88%        | 4.98%        |
| Women and Children Directorate              | 218                    | 5.12%        | 4.12%        | 5.46%        | 5.98%        | 2.39%        | 3.82%        |
| <b>Grand Total</b>                          | <b>2,364</b>           | <b>5.66%</b> | <b>5.37%</b> | <b>6.07%</b> | <b>6.03%</b> | <b>4.91%</b> | <b>5.50%</b> |

| Staff Group                      | Staff Headcount | Oct-21       |              | Oct-22       |              | Oct-23       |              |
|----------------------------------|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                  |                 | Actual       | Rolling      | Actual       | Rolling      | Actual       | Rolling      |
| Add Prof Scientific and Technic  | 95              | 4.87%        | 3.50%        | 3.30%        | 3.01%        | 0.96%        | 2.36%        |
| Additional Clinical Services     | 488             | 7.72%        | 7.79%        | 8.33%        | 7.61%        | 5.70%        | 7.44%        |
| Administrative and Clerical      | 645             | 4.00%        | 3.26%        | 5.03%        | 4.02%        | 3.75%        | 4.80%        |
| Allied Health Professionals      | 167             | 2.79%        | 3.30%        | 5.54%        | 5.26%        | 5.24%        | 4.12%        |
| Estates and Ancillary            | 221             | 8.08%        | 8.31%        | 7.89%        | 8.64%        | 8.65%        | 6.96%        |
| Healthcare Scientists            | 8               | 0.00%        | 1.15%        | 1.27%        | 1.95%        | 3.31%        | 1.46%        |
| Medical and Dental               | 52              | 4.71%        | 3.09%        | 0.89%        | 2.92%        | 0.00%        | 1.79%        |
| Nursing and Midwifery Registered | 688             | 5.89%        | 5.62%        | 5.77%        | 6.75%        | 5.17%        | 5.44%        |
| <b>Grand Total</b>               | <b>2,364</b>    | <b>5.66%</b> | <b>5.37%</b> | <b>6.07%</b> | <b>6.03%</b> | <b>4.91%</b> | <b>5.50%</b> |

### Top 3 Absence Reasons



### Covid Sickness Absence



|                                 | Nov-22 | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Covid Absences</b>           | 27     | 38     | 21     | 14     | 16     | 9      | 10     | 8      | 7      | 10     | 8      | 15     |
| <b>Covid Sickness Absence %</b> | 0.44%  | 0.56%  | 0.39%  | 0.29%  | 0.35%  | 0.26%  | 0.29%  | 0.15%  | 0.15%  | 0.17%  | 0.14%  | 0.14%  |

| What the chart tells us                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Areas of Concern                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Actions/Mitigations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <p>Monthly sickness has seen a downward trend over the last 12 months with a reported rate of 4.91% in Oct-23. The level fluctuates throughout the year, with the trend reflecting the seasonal variation experienced annually. Rolling sickness has also seen a reduction with a reported 5.50%.</p> <p>Long term sick has seen a fall in the last few months, with short term sickness continuing to stay below 2% over the last 12 months.</p> <p>12 of the 17 Directorates have a rolling absence rate below 5%, along with 5 of the 8 staff groups.</p> <p>62% of staff in the organisation have had at least 1 period of sickness absence since November 2022.</p> <p>The three top reasons for sickness were accountable for 47% of all sickness reported in the last 12 months. In October alone "Anxiety/ Stress/Depression" saw 52 staff absent, "Back &amp; Musculoskeletal Problems 16, and "Cold, Cough &amp; Flu" 102.</p> <p>Mills, Belinda<br/>07/12/2023 14:54:57</p> | <p>The three directorates with the highest level of rolling sickness absence rates are:</p> <ul style="list-style-type: none"> <li>• Therapies &amp; Health Sciences Directorate – 8.92%</li> <li>• Facilities &amp; Health &amp; Safety – 7.02%</li> <li>• Community Care &amp; Therapies - 6.37%.</li> </ul> <p>The three staff groups with the highest level of rolling sickness absence rates are:</p> <ul style="list-style-type: none"> <li>• Additional Clinical Services – 7.44%</li> <li>• Estates &amp; Ancillary – 6.96%</li> <li>• Nursing &amp; Midwifery Registered – 5.44%</li> </ul> | <ul style="list-style-type: none"> <li>• The WOD BP team have updated the managers toolkit to support the deployment of the All Wales Managing Attendance at work policy. The team are undertaking a further refresh of the toolkit to ensure that it is made as easy as possible for managers to operationalise.</li> <li>• The WOD BP team are monitoring absences prompts in ESR and following these up with managers to ensure policy is followed.</li> <li>• Directorates are actively promoting all available wellbeing support to staff that are in work and absent.</li> <li>• Sickness absence is monitored via directorate SMT meetings.</li> <li>• All long-term absence cases over 6 months are reviewed with managers to ensure all actions are up to date in line with the Managing Attendance at Work policy.</li> <li>• The managers training programme covers the managing attendance at work policy and manager responsibilities in detail.</li> </ul> |

# Employee Relations

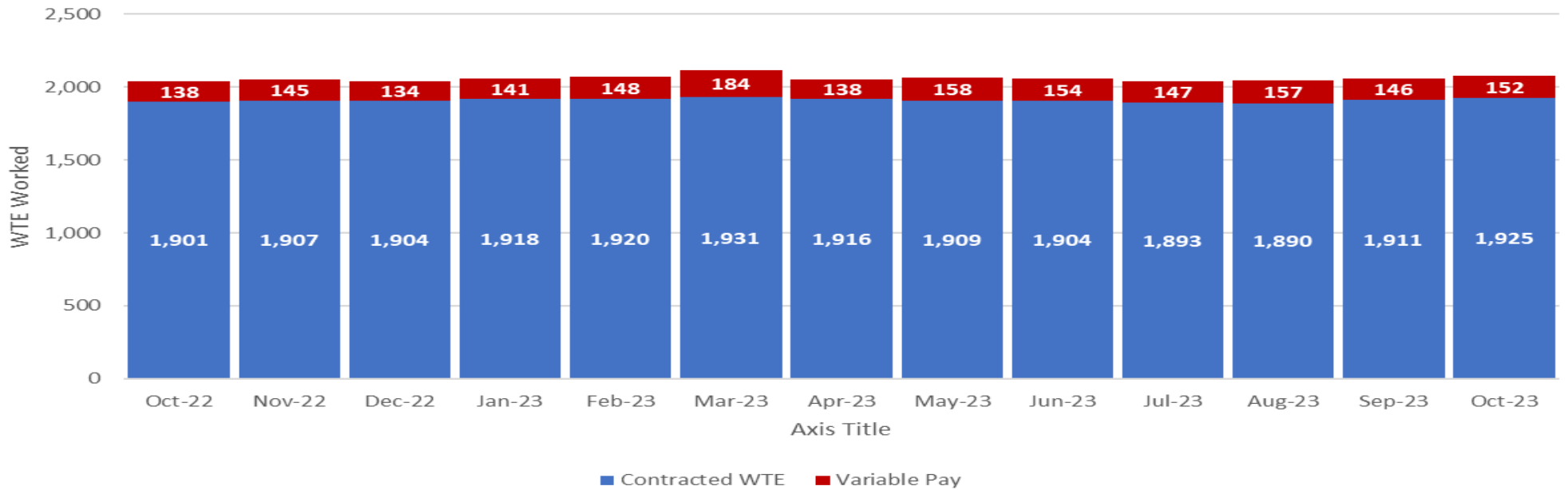
**Formal Employee Relations Activity Nov-2022 to Oct-2023**



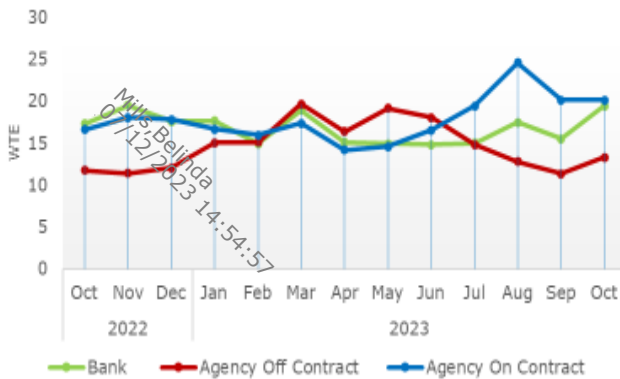
| What the chart tells us                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Areas of Concern                                                                                                                                                                                                                                                                                                       | Actions/Mitigations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Between the 12-month period of November 2022 and October 2023 employee relations cases remained low overall.</p> <p>Formal Resolution meetings under the All-Wales Respect and Resolution Policy have started to reduce overall after being disproportionately high, earlier in 2022.</p> <p>Formal sickness absence hearings have increased during this period. This is explained by more proactive steps being taken by the Health Board to resolve long term cases, in line with the policy. 20 formal sickness hearings having taken place.</p> | <p>Since the introduction of the Respect &amp; Resolution policy in 2021 there has been an unreasonably high number of formal requests for resolution. This may indicate that managers/staff have not been taking steps informally to seek resolution. The number of formal cases has started to decrease in 2023.</p> | <p>Although the overall numbers of employment relations cases have remained consistently low. The Workforce and OD Directorate has instigated a review to ensure avoidable harm is not caused to staff through the application of workforce policies and practices.</p> <p>The Workforce and OD Business Partners continue to monitor all on-going employment relations cases.</p> <p>A revised system of escalation was agreed in July 2023 to monitor each stage of the Respect and Resolution and Disciplinary policies.</p> <p>Workforce &amp; OD Business Partners and trade unions agreed a programme of work to review, redesign and implement toolkits for Workforce policies in July 2023. These toolkits will support employees and managers with managing employee relation matters.</p> |

# Variable Pay

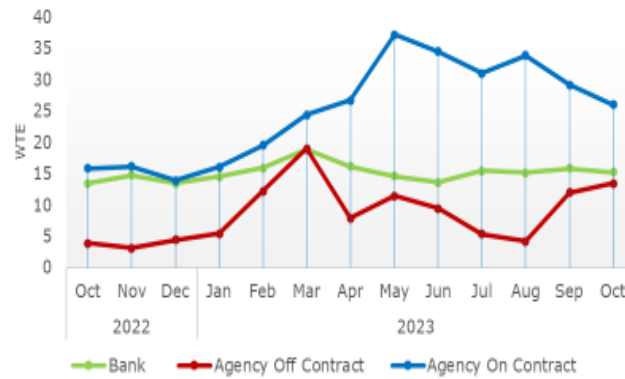
## Total WTE Worked (Contracted & Variable Pay)



### Registered Nursing



### Unregistered Nursing

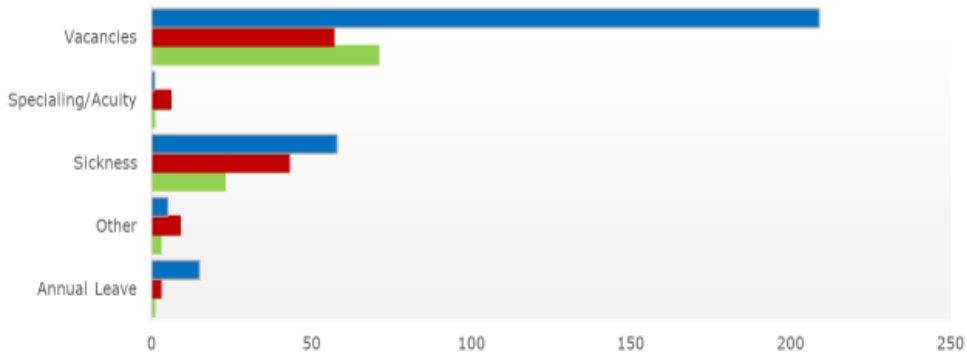


### Facilities & Health and Safety



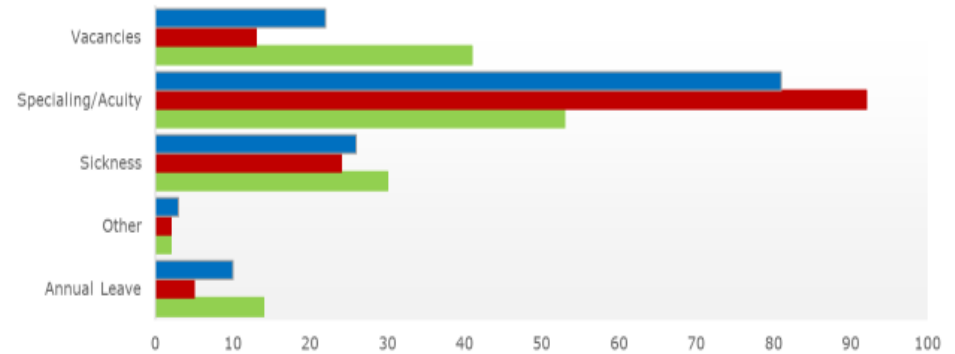
# Temporary Staffing

Adult Wards Registered Nursing - Agency/Bank Request Reasons October 2023



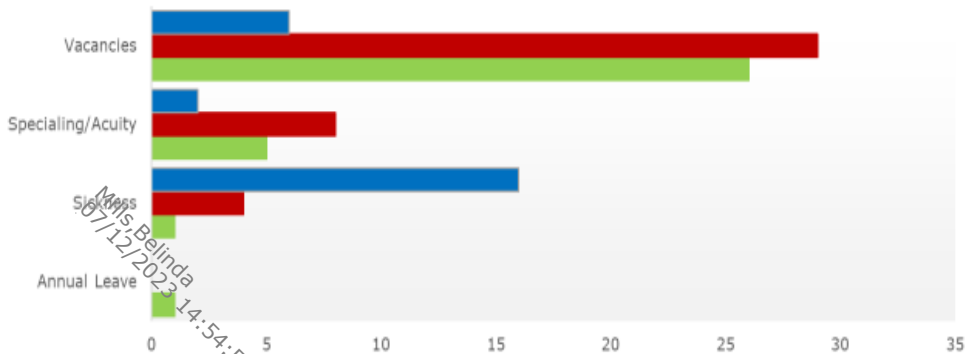
|                     | Annual Leave | Other | Sickness | Specialing/Acuity | Vacancies |
|---------------------|--------------|-------|----------|-------------------|-----------|
| Agency On Contract  | 15           | 5     | 58       | 1                 | 209       |
| Agency Off Contract | 3            | 9     | 43       | 6                 | 57        |
| Bank                | 1            | 3     | 23       | 1                 | 71        |

Adult Wards Unegistered Nursing - Agency/Bank Request Reasons October 2023



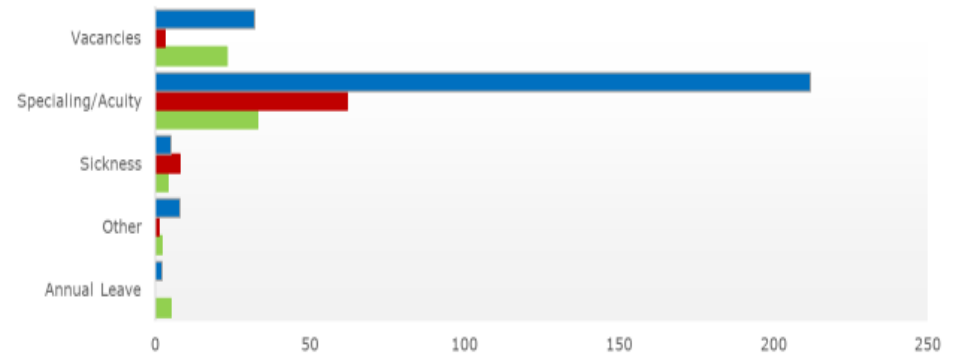
|                     | Annual Leave | Other | Sickness | Specialing/Acuity | Vacancies |
|---------------------|--------------|-------|----------|-------------------|-----------|
| Agency On Contract  | 10           | 3     | 26       | 81                | 22        |
| Agency Off Contract | 5            | 2     | 24       | 92                | 13        |
| Bank                | 14           | 2     | 30       | 53                | 41        |

Mental Health Wards Registered Nursing - Agency/Bank Request Reasons October 2023



|                     | Annual Leave | Sickness | Specialing/Acuity | Vacancies |
|---------------------|--------------|----------|-------------------|-----------|
| Agency On Contract  |              | 16       | 2                 | 6         |
| Agency Off Contract |              | 4        | 8                 | 29        |
| Bank                | 1            | 1        | 5                 | 26        |

Mental Health Wards Unegistered Nursing - Agency/Bank Request Reasons October 2023



|                     | Annual Leave | Other | Sickness | Specialing/Acuity | Vacancies |
|---------------------|--------------|-------|----------|-------------------|-----------|
| Agency On Contract  | 2            | 8     | 5        | 212               | 32        |
| Agency Off Contract |              | 1     | 8        | 62                | 3         |
| Bank                | 5            | 2     | 4        | 33                | 23        |

| What the chart tells us                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Areas of Concern                                                                                                                                                                                                                 | Actions/Mitigations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Agency use accounts for the largest proportion of variable pay spend. An average of 75 WTE's were used over the last 12 months, of which 68 WTE is Nursing Agency (33 WTE Registered &amp; 35 Unregistered). 35% of this was off contract, main reasons being vacancies and specialing/acuity. Variable Pay WTE increased considerably in March on the Wards, mainly in BRO Ward, LWH Ward, Epynt Ward BWM and Tawe Ward YCH . Reasons given were mainly due to vacancies and specialing/acuity.</p> <p>Bank use has stayed fairly consistent over the last 12 month with an average use of 50 WTE, Nursing is accountable for 32 WTE (17 WTE Registered and 15 Unregistered). The main reasons being vacancies, sickness and specialing/acuity.</p> <p>There continues to be no Agency use within Facilities &amp; Health and Safety. An average of 10 WTE Bank were worked over the last 12 months. The main reasons for Bank were annual leave and vacancies.</p> <p><i>Mrs Belinda<br/>07/12/2023 14:54:57</i></p> | <p>High areas of Agency use are on VWM Ward Welshpool and Felindre Ward MH, both mainly due to vacancies and specialing/acuity. However, VWM Ward in Welshpool hospital has seen a particular increase in the last 6 months.</p> | <p>A joint recruitment event with partners across health and social care took place on the 11th September.</p> <p>The Workforce and OD Directorate have been exploring options to improve the flexibility and increase the frequency of when Bank staff are able to draw down their wages to incentivise take up of shifts. Approval has been received to implement Wagestream who offer an alternative payment system to staff which allows individuals to draw down a part of their accrued wages at any time in the month. The Wagestream app is now live for bank workers to enrol on.</p> <p>Weekly monitoring of all Bank recruitment is now in place to ensure fast track of applicants through the pre-employment stages.</p> <p>A variable pay group has been established and continues to meet to review the agency dashboard developed by Workforce Finance and to report progress against the implementation of the variable pay action plan.</p> <p>The Welshpool cohort of Internationally Trained Nurses have successfully completed their OSCE training and have received their NMC pins and are deployed as registrants to the ward. The latest cohort has arrived from Llandrindod and a further cohort is planned for February 2024.</p> <p>The latest cohort of Aspiring Nurses have been deployed across wards to target the reduction of agency use for HCSWs.</p> |

# Occupational Health

## Highlight report - PECs & Referrals

### MONTHLY FIGURES Sept & Oct 2023 (note only 3 weeks of Oct Data inc)

|                                             |     |
|---------------------------------------------|-----|
| Pre Employment Questionnaire (PEQ) received | 160 |
| PEQ cleared                                 | 167 |
| Referrals self & management                 | 55  |
| Appts attended (inc Vaccs and Imms)         | 298 |
| DNA                                         | 42  |

| What the chart/ data tells us                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Areas of Concern                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Actions/Mitigations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Every week with average 20 PEQs being cleared each week.</li> <li>• Average of 20 Vaccs and Imms appointments per week</li> <li>• The current wait for vaccinations and immunisations is 3 weeks – we run 2 clinics a month in Llandrindod, 2 in Newtown, 3 in Bronllys and 1 in Ystrad.</li> <li>• The current wait for Management &amp; Self Referrals is 3 weeks – this is with 0.8 WTE spent solely on this a week</li> <li>• Due to Cohort being read only from 21st October the data is missing the last 10 days of the month.</li> </ul> | <ul style="list-style-type: none"> <li>• The amount of DNA appts for both vaccs and imms and management referrals – therefore increasing the waiting times.</li> <li>• Average of 6 DNAs per week</li> <li>• We had changed to emailing notifications for appts – which we found to increase the DNA level –now reverted back to postal letters and sending out 2 weeks prior.</li> <li>• Managers will also be informed if appts are missed – many will not be offered another appointment without a further referral from their manager.</li> </ul> | <ul style="list-style-type: none"> <li>• The team continues to use Vivup EAP service for counselling signposting – main topics showing are anxiety and stress - data on further slides</li> <li>• Managers are now being informed of staff DNA appts and encouraging to attend. If it is a 3rd non attendance they are discharged from the service and manager is notified.</li> <li>• If a follow up appointment is needed with a consultant physician following a discharge, a new referral will be needed.</li> <li>• Basic KPI data sets have been added to Cohort however with the installation and configuration of the new OH management system the OHS will be able to set up the system to audit themes, reasons and areas within PTHB that referrals have been received. These will allow the service to be more proactive in supporting managers and employees in any "hot spot" areas.</li> <li>• Training for OPASG2 has commenced so data reports are being considered for the new system and the outcomes needed</li> </ul> |

Mills, Belinda  
07/12/2023 14:54:57

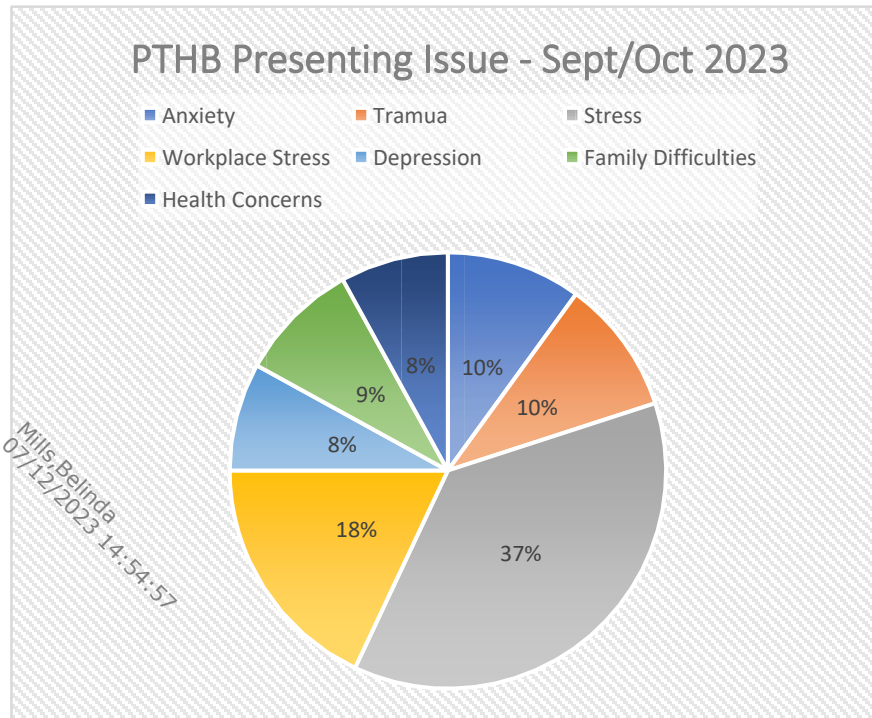
# Occupational Health – VIVUP Counselling Service – Sept/Oct 2023

The stay well wellbeing page continues to have approximately **500 visits** each month.

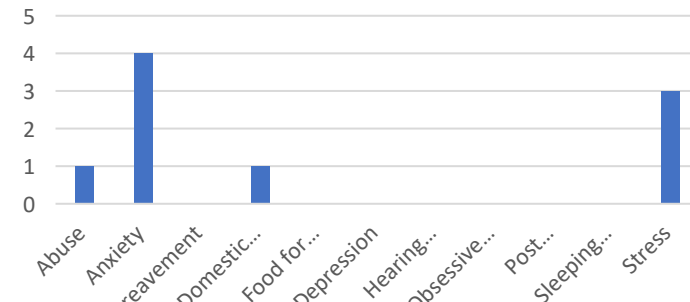
The health board VIVUP employee assistance programme is in place. Through this service, employees receive up to 6 sessions when a presenting issue is disclosed at triage – this is recorded as Enhanced Counselling.



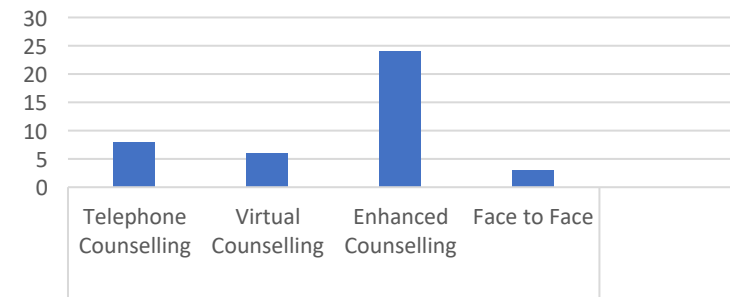
To encourage usage of the Employee Assistance Programme (EAP) service, we are planning banner advertisement on ESR; posters/flyers/business cards in staff areas and changing areas/rest rooms. HR Business Partners also signpost to this to encourage management referrals through 1:1 and PADR activities.



PTHB - Self Help Downloads Sept/Oct 2023



PTHB Counselling Sept/Oct 2023



# Workforce and Culture Committee

## 14 December 2023 Item 2.3 (for assurance)

### Partnership and Citizenship Assurance

Prepared by Julia Toy and the Academy Team

Presented by Debra Wood-Lawson

Mills, Belinda  
07/12/2023 14:54:57

Bwrdd Partneriaeth  
Ranbarthol Powys  
Iechyd a Gofal  
Cymdeithasol



Powys Regional  
Partnership Board  
Health and  
Social Care



Academi Iechyd a Gofal Powys  
Powys Health and Care Academy

# Workforce Futures Programme Reset Journey

- Workshop convened by the Co-Chairs to review the programme in June 2023 with the aim of **confirming programme priorities**.
- Consensus that the programme needed to be **simplified**, with fewer actions clearly described, along with **clarity on impact**.
- Conscious decision to build a suite of activity that addresses both **short and longer term workforce challenges**.
- **Engagement activity undertaken** prior to Programme Board and onward submission to the Regional Partnership Board.
- The reset has reformatted the number of action areas under the Workforce Futures Programme from **48 to 14**, making reporting and tracking of benefits easier.
- **Close alignment** with: Population Needs Assessment, Sustainable Powys – the Powys County Council Corporate Plan, Powys Teaching Health Board Integrated Plan, emergent Health Education Improvement Wales Careers Strategy encompassing health and care (consultation October – November 2023).
- The previous delivery plan for the Workforce Futures Programme included the aspiration to establish four schools. For clarity the reset proposes using the agreed Workforce Futures Strategic Framework five themes: **Designing, Planning and Attracting the Workforce; Leading the Workforce; Engagement and Wellbeing; Education, Training and Development; Partnership and Citizenship**.
- The School of Research, Development and Innovation, hosts the Regional Innovation Co-ordination (RIC) Hub and continues to ensure appropriate input to Workforce Futures as required. The Programme has adjusted governance arrangements to ensure sufficient oversight of the Primary and Community Care Academy, ensure alignment and avoid duplication of effort.
- As part of reset we have explored Programme reach.



# Workforce Futures Priorities

## **Theme 1: Designing, Planning and Attracting the Workforce**

1. Implement the Health and Care Academy Careers Education Enterprise Scheme
2. Career pathways within and across organisational boundaries are understood and shared in a transparent manner

## **Theme 2: Leading the Workforce**

1. Common approach to team support in health and social care
2. Common approach to management and leadership development in health and social care
3. Suite of continuing professional development, developed on the basis of mapping and understanding of demand

## **Theme 3: Engagement and Wellbeing**

1. Building on work completed so far this year, continue to build a platform of shared intelligence in the Health & Care Academy
2. Establish a clinically and professionally led steering group to direct the work based on research and feedback

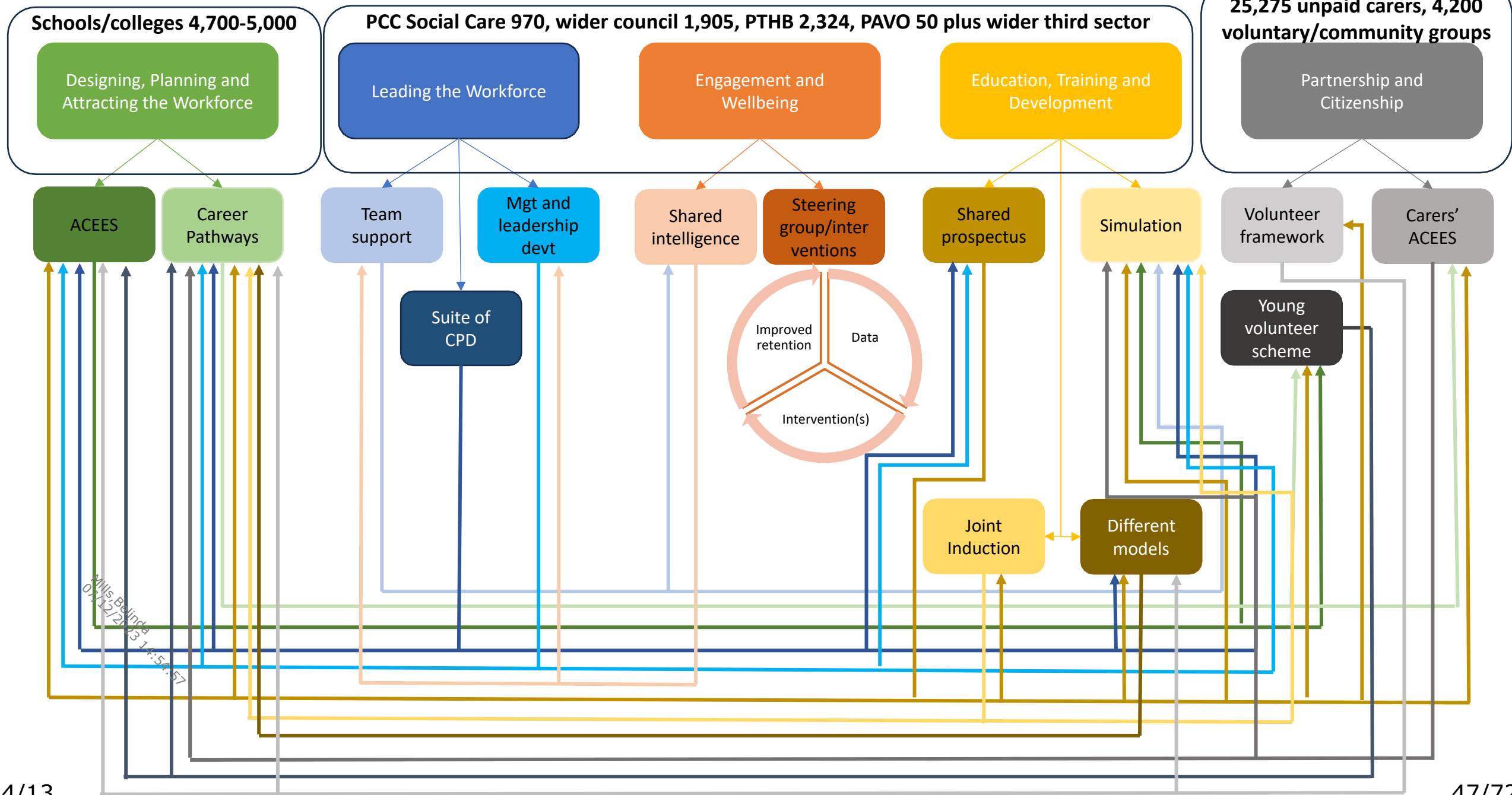
## **Theme 4: Education, Training and Development**

1. Develop an annual process for sharing of prospectus and outcome of gaps identified through the training needs analysis process
2. Grow our workforce skills, knowledge and competency through the use of simulation
3. Continue delivery of Joint Induction for Health and Social Care staff
4. Continue to develop and explore models such as Joint Apprentices, Aspiring Registrants

## **Theme 5: Partnership and Citizenship**

1. Develop a volunteer framework and toolkit
2. Develop a young volunteer scheme in support of the Academy Careers Education Enterprise Scheme
3. Bring together young and adult carers as equal partners with the Health & Care Academy to co-design a version of the Academy Careers Education Enterprise Scheme to meet their needs

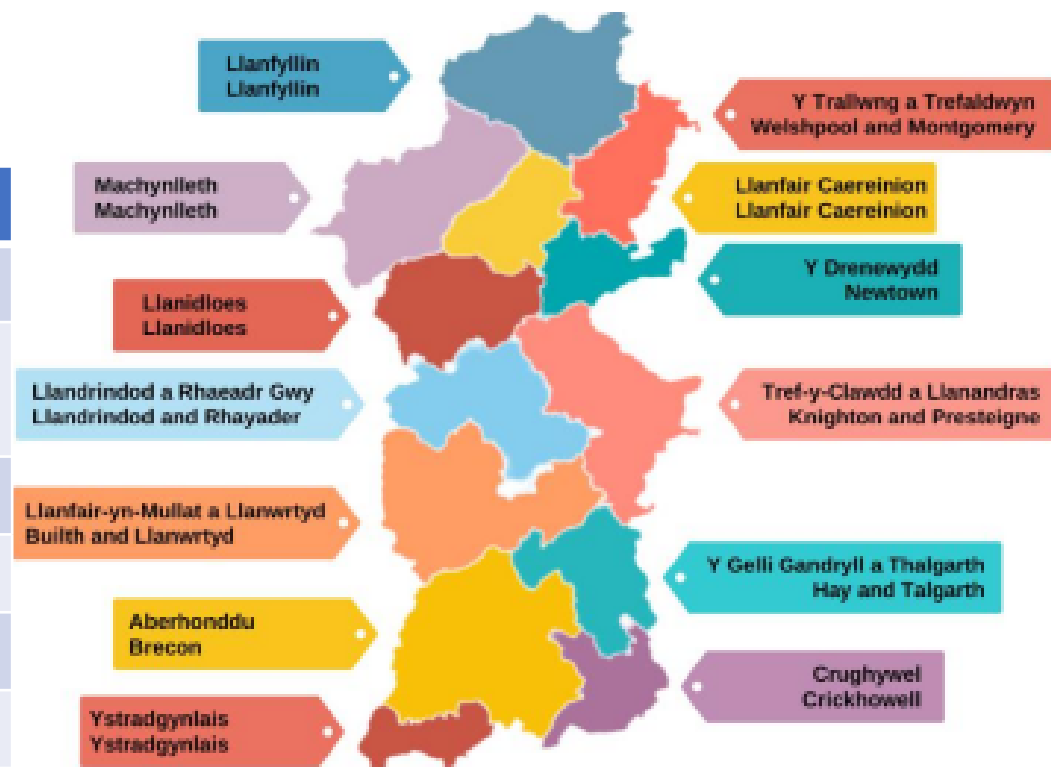
# Programme interconnections and reach



# Workforce Futures programme of work reach

Powys population 133,000  
Working age population 75,810

| Agency                                                             | Headcount     |
|--------------------------------------------------------------------|---------------|
| PCC Social Care (all elements of the Academy offer)                | 970           |
| PCC - other than social care and schools (active leadership offer) | 1,905         |
| PTHB                                                               | 2,324         |
| PAVO (plus wider third sector paid workforce)                      | 50            |
| Unpaid carers (working age)                                        | 12,637        |
| <b>Total</b>                                                       | <b>17,886</b> |
| <b>Potential reach as a % of Powys working age population</b>      | <b>23.6%</b>  |



**Plus: Academy Careers Education Enterprise Scheme**  
**2023/24 projected reach 4,700 - 5,000 learners (around 70% of the total)**  
**2024/25 ambition to engage 100% secondary age learners in Powys (7,000)**

Mills, Belinda  
07/12/2023 14:54:57

# Workforce Futures Programme Reset Outputs

The Workforce Futures reset has resulted in a reformatted document focussed on areas of highest impact, with strengthened co-ordination and governance arrangements.

Through the focus groups it has been suggested adjusting the name to the “Health, Care and Social Care Academy” would increase engagement.

Reaffirming that the Academy is both a physical space on multiple sites and virtual education resource as there is no university in Powys, linking with the Open University and other educational establishments.

Across all themes the term workforce explicitly includes volunteers and carers, including carers not formally recognised as such.

Following approval by Workforce Futures Programme Board Regional Partnership Board Executive, the Regional Partnership Board is due to consider approval of the reset programme and associated resource plan on 8<sup>th</sup> December 2023.

Mills, Belinda  
07/12/2023 14:54:57

# Workforce Futures: delivery 2023/24

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07/12/2023 14:54:57

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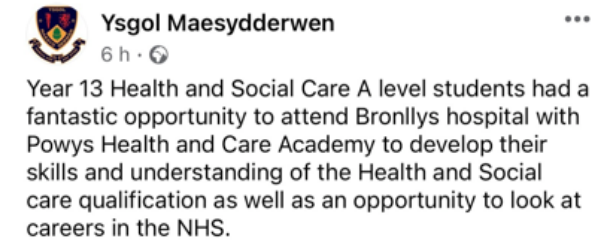
Powys Regional  
Partnership Board  
Health and  
Social Care



Academi Iechyd a Gofal Powys  
Powys Health and Care Academy

# Theme 1: Designing, Planning and Attracting the Workforce

- Academy team has worked closely with education colleagues to plan and develop the **Academy Careers Education Enterprise Scheme (ACEES)** and make session arrangements for the **10 out of 13 mainstream Powys high schools who have committed to the programme**. 2 NPTC college campus have also confirmed engagement in the programme and discussions are underway with pupil referral units and additional learning needs settings in Powys.
- Evaluation processes have been agreed through the steering group (Chaired by the Lead for 14+ Education), to ensure the results and impact of the programme will be measurable.
- Simulation sessions delivered as part of the ACEES programme have taken place for the year 13 health and social care students in the Magpies Bungalow, Bronllys Hospital.** Students report being able to see snippets of a role they're interested in, as well gathering more information on important underlying health and social care principles i.e. team work.
- Whole school Academy Careers Education Enterprise Scheme session delivery commenced 20<sup>th</sup> November.
- Welsh Government commissioned filming** on the Powys approach to “Grow our Own” workforce and the foundational economy took place in October.



A social media post by a school after a recent ACEES simulation session. The programme is equally balanced across health and social care reflecting whole system flows.

Ms Belinda  
12/11/2023 14:54:57

# The Academy Careers Education Enterprise Scheme

## The plan for this academic year

**Phased approach:** catering for different stages of education from Year 7 to Year 13, delivered November-March.

**Something for everyone:** encompasses clinical and non-clinical roles.

**Bilingual:** Welsh language resources and delivery of sessions in dual stream schools.

**Inclusive:** working collaboratively with Additional Learning Needs and Pupil Referral Unit settings to ensure appropriate delivery of sessions to learners.

**Pan Powys:** 10 of 13 Powys secondary sites have engaged in the programme **plus** 2 further education campuses.

**Reach:** between 4,500 and 5,000 young people this academic year.

**Careers Festivals for Years 12 and 13:** to enable learners to have contact with a range of health and social care professionals: Newtown (7<sup>th</sup> February 2024) & Brecon (21<sup>st</sup> February 2024).

Presentation on the Academy Careers Education Enterprise Scheme to the Rural Health and Care conference  
14.11.23



## Next steps and Impact

- Early and repeated contact with learners will remind them the possibilities within health and social care are endless.
- Students will be able to make well informed decisions about their future.
- 'Keep in touch' over time, reminding learners of the opportunities to develop their career in Powys through a newsletter.
- Opportunities to join the Temporary Staffing Unit, volunteer or undertake an apprenticeship highlighted.
- Analysis of evaluation data from this year to inform future programmes.
- Track benefits over time.

# Theme 2: Leading the workforce

- Common support offer is available, including: Coaching, Team Climate, Team Development sessions/days/events, Leadership conferences, Introduction to Compassionate Behaviours, and Organisational Development Diagnostics and Interventions as necessary.
- **OD Colleagues across PCC and PTHB have discussed an approach to join, where possible, the components of the Managers Induction programme.** The first inclusion of the Introduction to Compassionate Behaviours session to be run as part of the first cohort in PCCs programme took place in October.
- **246 PTHB colleagues have participated in the Introduction to Compassionate Leadership Behaviours training since March 2023. 52 PCC and 10 PAVO colleagues have also benefitted from these sessions.**
- Health Education Improvement Wales (HEIW) lead Compassionate Leadership programme is being released from November 2023. Plans to deploy the programme at pace across Powys have been developed. The programme consists of 4 units which will be delivered face to face one day a month for each cohort..

Mills, Belinda  
07/12/2023 14:54:57

# Theme 3: Engagement and Wellbeing

- **A partnership-wide 'Employee Experience Toolkit' is in place.** This has been developed after discussions with stakeholders in PAVO, PCC and PTHB and will aid each organisation to maintain and improve their employee's work-based experience and wellbeing.
- The **Experience and Wellbeing Manager has facilitated wellbeing days for PTHB staff** – through Mountain Bike Wales, a range of staff were able to access an E-Bike experience day at sites across Powys. There was a range of positive feedback about the days.
- Analysis of Regional Partnership Board employee experience and wellbeing survey has been undertaken.
- **Promotion and site visits across PTHB to engage with staff regarding the current NHS Wales National Survey.**
- **Videos created of Staff Stories in Health and Social Care.**
- Co-ordinated the presentation of a **volunteer's experience of working in the NHS – which will be shared at PTHB Public Board.**
- **Powys Balance Programme continues to be offered to staff across the partnership.** The Powys Balance Programme aims to support those who care without losing the essence of themselves. Using compassion based meditative techniques, group learning and inquiry, carers, health care and council staff have engaged with the programme, learning techniques, to build resilience, self-compassion and self-awareness.

# Theme 4: Education, Training and Development

- Academy staff are **working with colleagues in Social Care Wales (SCW), HEIW and Hywel Dda University Health Board to re-design the 'Joint Induction' workbook** that meets the required objectives, following an evaluation of the pilot undertaken earlier this year. The new All-Wales workbooks will undergo quality assurance process with Health Education and Improvement Wales and will then be subject to approval from Social Care Wales.
- Feedback from course participants and their managers was overwhelmingly positive.
- The course comprises 6 days taught (blended learning) followed by completion of workbook (social care signed off by manager within 6 months, health are returned to Academy staff for assessment and certification)
- The academy has successfully **partnered with Neath Port Talbot Group of Colleges to secure UK Shared Prosperity Fund recourses to offer short courses to increase the paid and unpaid workforce's numeracy skills in 2024.**
- Attended “Safeguarding in Rural Communities with a focus on Mental Health”, organised by the Mid & West Wales Safeguarding Board as part of national safeguarding week. Learning from the event will be utilised in the Academy Careers Educations Enterprise Scheme and joint induction.

Mills, Belinda  
07/12/2023 14:54:57

# Theme 5: Partnership and Citizenship

- Working in partnership with Powys Association of Voluntary Organisations **work has commenced to develop a volunteer framework and toolkit.**
- Work has been undertaken on how **the current induction and onboarding for volunteers can be adapted to consider younger volunteers.**
- New roles that bring intrinsic reward to the young volunteers and enhanced patient experience are being planned in collaboration with staff. Models of best practice are being evaluated from existing volunteers and staff.
- **Volunteer induction is being reviewed to ensure it is robust and also meets the needs of volunteers.**
- Learning from elsewhere and previous Powys approaches to volunteering in care homes. Engaging with colleagues nationally to understand established roles within other areas that could be used to help with discharge and pre-admission.
- Initial meeting held with Credu regarding co-producing the Academy offer with young and adult carers. Invitation to Credu carer listening events and team meetings secured.
- **Bespoke offer to Carers of an eight week Mindful based living course to enhance wellbeing commenced end of November 2023 and was fully booked.**

Ms. Belinda  
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GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd  
Addysgu Powys  
Powys Teaching  
Health Board

# Workforce and Culture Committee

## 14 December 2023 Item 2.4 (for assurance)

### Staff Health and Wellbeing

**Prepared by:** Rhys Brown Head of OD/Sarah Powell Assistant Director OD  
**Presented by:** Debra Wood-Lawson Executive Director Workforce and OD

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# Data and Information – Occupational Health

- New OPASG2 software will now go live on 29 November 2023 - Updates will be added to the SharePoint page as the system is configured as well as training dates for managers.
- Datix notifications of employee incidents and accidents. Employees involved in any of the reported incidents are sent a letter to advise of support available from OH

| Monthly Figures Sep and Oct 2023 (note only 3 weeks of Oct data included) |                                    |
|---------------------------------------------------------------------------|------------------------------------|
| Referrals (self and management referrals combined)                        | 55                                 |
| Appointments attended                                                     | 298                                |
| DNA                                                                       | 42                                 |
| Current wait for referral appointments                                    | 3 Weeks                            |
| Flu Vaccinations (by February 2022 there had been 53%)                    | 37% (Over 100 staff have declined) |

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# Data and Information – Employee Assistance

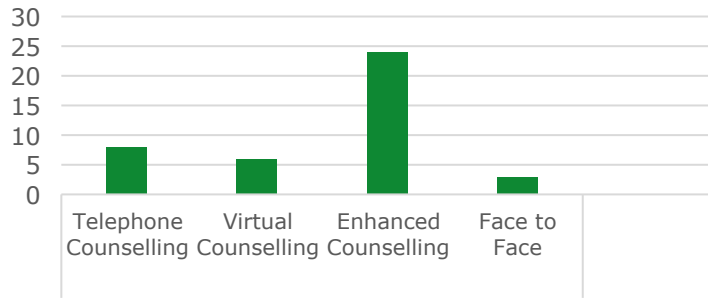
## Vivup Page visits

StayWell Wellbeing Hub Visits

Over 500 per month

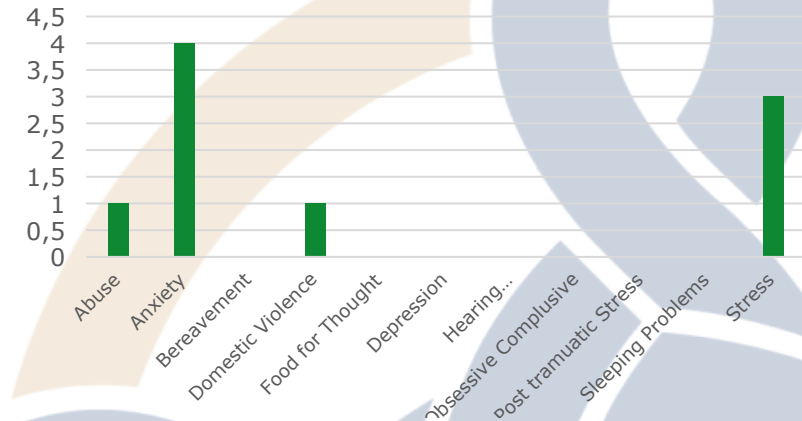
1023 in last 30 days  
3935 in last 90 days

## PTHB Counselling Sept/Oct 2023



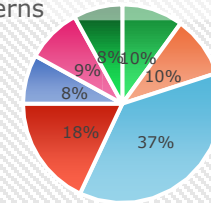
Welcome to the Powys Teaching Health Board, Stay Well Wellbeing Hub

## PTHB - Self Help Downloads Sept/Oct 2023



## PTHB Presenting Issue - Sept/Oct 2023

- Anxiety
- Stress
- Depression
- Health Concerns
- Trauma
- Workplace Stress
- Family Difficulties



# Data and Information – Staff Surveys

## National Staff Survey

- Live until 27<sup>th</sup> November 2023 with results released in the New Year
- Approximately 130 questions covering the range of topics including the Engagement Index questions
- Target of 30% response rate across Wales
- PTHB response rate on 23<sup>rd</sup> November was 632 **(26.28%)** - with all Wales at 19.13%
- Response rate is currently highest of Health Boards in Wales
- Will be undertaken annually, with the ability to undertake pulse surveys

## Joint Wellbeing Survey

- First survey of its kind, anywhere, to understand the experience and wellbeing of a wide range of staff across different organisations within health and social care.
- Its aim was to gain snapshots of each organisation but not to directly compare results.
- The survey was created using information and feedback from across the partnership, having consistent questions as well as embedding the Engagement Index Questions (from the NHS National Staff Survey) into all 3 surveys.
- During the 3 weeks the survey was live, PTHB had **326 responses (14% response rate)**

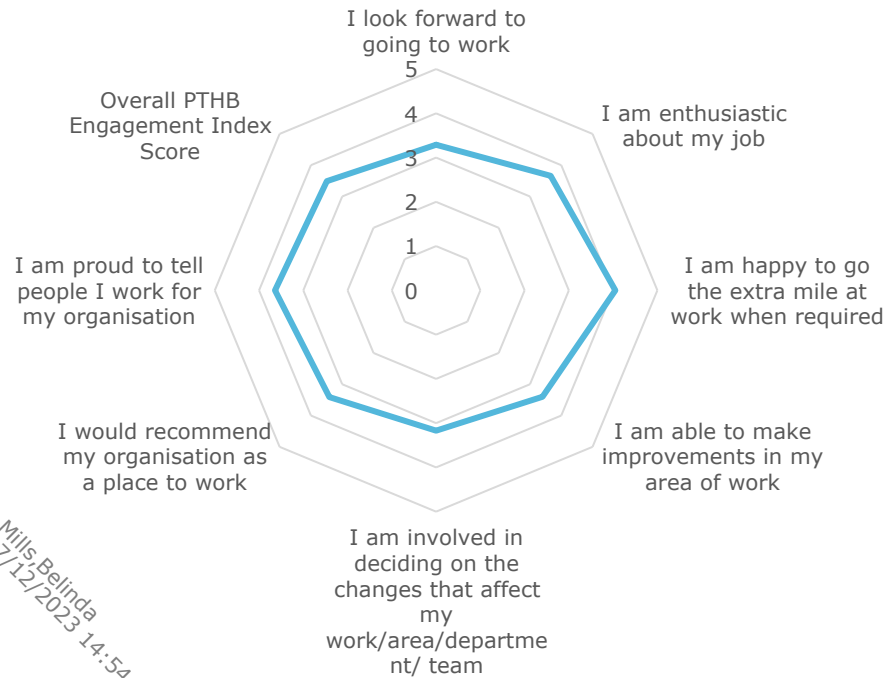
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# Data and Information – Staff Surveys

## PTHB Results

PTHB Engagement Index Questions



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Further questions:



# Data and Information – Staff Surveys

## Free Text Key Themes

Question 14 - ***"If you could change one thing about your workplace to improve your experience and wellbeing, what would it be, and how would it positively impact you in the workplace?"***.

The free text comments, 487 in total, for this question (from all three surveys) were themed and organised under four main headings:

**'Feeling valued', 'Job satisfaction', 'Sense of wellbeing' and 'Leadership and Management'**

- ***Flexibility of hours & work***

+ *People enjoy having the choice*     - *Want better balance – emails, workload, driving*

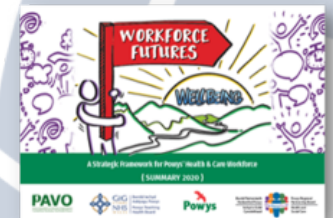
- ***Office workspace & layout***

+ *People enjoy being around each other*     - *Asking for purposeful office space, air-con/heating*

- ***Managers and/or management***

+ *Managers show understanding of wellbeing*     - *Staff asking for managers to have more training/upskilling*


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# Data and Information – Staff Surveys

## Team Climate Survey


- 456 Responses to the Team Climate to date
  - WOD
  - Transformation and Value
  - Women and Children's
  - Mental Health and Learning Difficulties
  - Currently undertaking Finance and ICT (49 responses so far)
- 32 Questions across 2 question sets
- Feedback provided to service leadership teams with OD intervention for teams with low scores
- Train teams how to use the University College Dublin Co-Lead Tool Kit as a method of improving team cultures


**Team Climate Effectiveness Review Questionnaire** 2019

Team Name: \_\_\_\_\_  
 Section: \_\_\_\_\_  
 Service Area: \_\_\_\_\_  
 Directorate: \_\_\_\_\_  
 Date: \_\_\_\_\_

**PART A**  
Please give one number against each statement to provide your assessment of each statement.  
Please complete all the statements. Thank you.  
(SCALE: 1 = strongly disagree to 6 = strongly agree)

|    |                                                                                                                                |   |   |   |   |   |   |
|----|--------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|
| 1  | I see my colleagues as people I can turn to for help                                                                           | 1 | 2 | 3 | 4 | 5 | 6 |
| 2  | I have meaningful one to ones and annual PADR with my line manager                                                             | 1 | 2 | 3 | 4 | 5 | 6 |
| 3  | When things go wrong, people are open and honest about this – e.g. no blame is attached and we seek to learn from the incident | 1 | 2 | 3 | 4 | 5 | 6 |
| 4  | In meetings we listen to and respect each other's view                                                                         | 1 | 2 | 3 | 4 | 5 | 6 |
| 5  | Our team is committed to making improvements                                                                                   | 1 | 2 | 3 | 4 | 5 | 6 |
| 6  | Our team has clear objectives to achieve                                                                                       | 1 | 2 | 3 | 4 | 5 | 6 |
| 7  | We understand the needs of our customers (those who use the work we do in our team)                                            | 1 | 2 | 3 | 4 | 5 | 6 |
| 8  | We seek and use feedback from others                                                                                           | 1 | 2 | 3 | 4 | 5 | 6 |
| 9  | We hold each other to account for our behaviours and actions                                                                   | 1 | 2 | 3 | 4 | 5 | 6 |
| 10 | We have a team environment where people are happy to ask questions or raise concerns                                           | 1 | 2 | 3 | 4 | 5 | 6 |
| 11 | We celebrate successes within the team                                                                                         | 1 | 2 | 3 | 4 | 5 | 6 |
| 12 | All team members are treated fairly                                                                                            | 1 | 2 | 3 | 4 | 5 | 6 |
| 13 | I regularly receive praise and/or thanks from my line manager                                                                  | 1 | 2 | 3 | 4 | 5 | 6 |
| 14 | Conflict does not linger in this team                                                                                          | 1 | 2 | 3 | 4 | 5 | 6 |
| 15 | We know how our team is performing                                                                                             | 1 | 2 | 3 | 4 | 5 | 6 |
| 16 | Our team is clear about why it exists within PTHB and what it must do                                                          | 1 | 2 | 3 | 4 | 5 | 6 |


**Team Climate Effectiveness Review Questionnaire** 2019

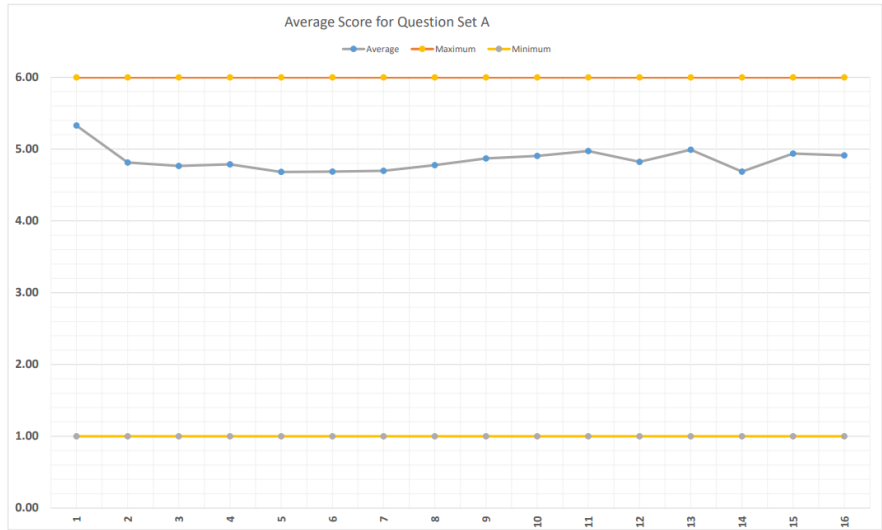
Team Name: \_\_\_\_\_  
 Section: \_\_\_\_\_  
 Service Area: \_\_\_\_\_  
 Directorate: \_\_\_\_\_  
 Date: \_\_\_\_\_

**PART B**  
Please give one number against each statement to provide your assessment of each statement.  
Please complete all the statements. Thank you.  
(SCALE: 1 = strongly disagree to 6 = strongly agree)

|    |                                                                                                          |   |   |   |   |   |   |
|----|----------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|
| 1  | I learn from feedback I receive                                                                          | 1 | 2 | 3 | 4 | 5 | 6 |
| 2  | I am flexible in the way I work to meet changing situations                                              | 1 | 2 | 3 | 4 | 5 | 6 |
| 3  | I am proactive in making improvements in my job/work area                                                | 1 | 2 | 3 | 4 | 5 | 6 |
| 4  | I actively take responsibility for my self-development                                                   | 1 | 2 | 3 | 4 | 5 | 6 |
| 5  | My line manager takes an interest in my wellbeing                                                        | 1 | 2 | 3 | 4 | 5 | 6 |
| 6  | My thoughts and ideas are utilised by team                                                               | 1 | 2 | 3 | 4 | 5 | 6 |
| 7  | I feel valued and supported as an individual team member                                                 | 1 | 2 | 3 | 4 | 5 | 6 |
| 8  | At the end of the working week, I feel a sense of achievement                                            | 1 | 2 | 3 | 4 | 5 | 6 |
| 9  | I am responsive to the wellbeing needs of my colleagues                                                  | 1 | 2 | 3 | 4 | 5 | 6 |
| 10 | My work tasks and objectives are clearly defined                                                         | 1 | 2 | 3 | 4 | 5 | 6 |
| 11 | I am proactive in ensuring that colleagues who need to know about my work are informed                   | 1 | 2 | 3 | 4 | 5 | 6 |
| 12 | When I make mistakes, I am open and honest about them in order to learn how to reduce them in the future | 1 | 2 | 3 | 4 | 5 | 6 |
| 13 | I feel committed to the team in which I work                                                             | 1 | 2 | 3 | 4 | 5 | 6 |
| 14 | I look forward to team meetings                                                                          | 1 | 2 | 3 | 4 | 5 | 6 |
| 15 | I feel able to make decisions about my work without constantly having to seek my line manager's approval | 1 | 2 | 3 | 4 | 5 | 6 |
| 16 | I have confidence in my line manager/supervisor                                                          | 1 | 2 | 3 | 4 | 5 | 6 |

Mills, B. @ndaa  
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# Data and Information – Staff Surveys

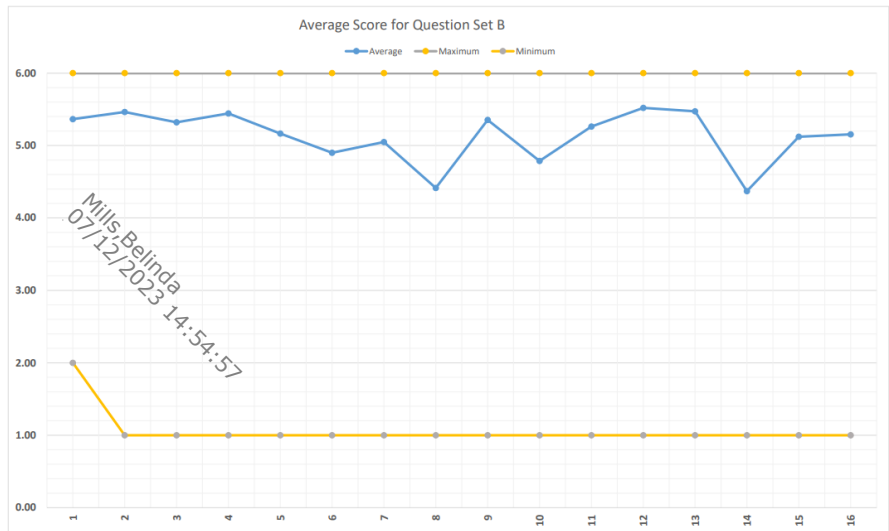


## Team Climate Survey – Key Themes

High Scores across the questions indicating good organisational health (individual teams will have some problems)

### Set A

- Highest score Q1 – I see my colleagues as people I can turn to for help
- Lowest Score – Q5 - Our team is committed to making improvements, Q6 - Our team has clear objectives to achieve, and Q7 - Conflict does not linger in this team



### Set B

- Highest Score Q12 – When I make mistakes, I am open and honest about them in order to learn how to reduce them in the future.
- Lowest Scores Q8 – At the end of the week I feel a sense of achievement, and Q14 – I look forward to team meetings

# Staff Health and Wellbeing Activity

## Staff Roadshows

- A repeat of the roadshows started in September with 5 hospitals visited so far, with just over 100 attendees. These will run through into the new year, followed by a virtual roadshow, plus 'road trips' to the smaller sites and satellite offices.

## Staff Recognition

- Staff **Certificate of Appreciation** continues to be popular with 452 individual nominations since the beginning
- **Staff Excellence Awards** We had over 180 nominations in total, a record for annual awards nominations.
- Ceremonies are currently being delivered in a new virtual format, which enables small teams to come together for a team party to find out who won each category. The actual award will be delivered to teams in person in the new year.
- The delivery of **Long-Service Awards** is being refreshed to re-introduce a more face to face, personal approach.

# Staff Health and Wellbeing Activity

## Employee Experience Toolkit

Draws together a range of toolkits and information into one place as a guide for managers and the workforce to understand good practice in developing a healthy team culture.

- Everyone in the PRPB can use the toolkit flexibly to meet their own needs.
- Four sections in the toolkit – each would be a best practice guide combined with a self-assessment tool.
- Its fundamental aim is to maintain a positive employee experience.
- Interactive and evolving toolkit



### Working environments

Each organisation should provide safe and purposeful working environments for all employees which contribute to a positive employee experience.



### Wellbeing advice and resources

Each organisation should strive to signpost relevant and purposeful Wellbeing initiatives, schemes, training and information to all staff.



### Workplace culture

Each organisation should strive to use a compassionate leadership approach to create and maintain a positive workplace culture.



### Learning and development

Each organisation should strive to provide the workforce with the chance to keep up with legislative/sector changes, develop their practice, explore secondments, change role or re-train where applicable.

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# Staff Health and Wellbeing Activity

## Speaking Up Safely Framework

- Welsh Government have developed the Speaking Up Safely Framework in conjunction with NHS Wales. This has been published, with a requirement for Health Boards to define their implementation plan. We undertook a self-assessment and responded to WG in October with a draft plan
- In addition to governance and processes, the framework requires organisations to embed a Speaking Up Safely Culture, where all staff feel comfortable and able to raise concerns
- Work will be undertaken throughout the winter to embed the approach and includes:
  - Initial workshop on 4<sup>th</sup> December with key leads
  - Providing the necessary resources to implement the approach fully
  - Utilise staff voice groups such as Chat2Change
  - An approach to feedback to senior leadership
  - Ensuring that Speaking Up Safely is a common topic of conversation within teams

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# Staff Health and Wellbeing Activity

## Wellbeing Hub Refreshments

- Charitable Funds have provided £26k to supply refreshments to all wellbeing hubs, and provide refreshments on training courses.

## Wellbeing at Work Group

- Group reconvened for first meeting since Covid-19, as a sub group of the Health and Safety Group. Aim of the group is to shape the direction of wellbeing activity, and provide assurance to the health and Safety Group

## Staff Voice – Chat2Change Update

- Chat2Change continues to meet monthly, in a hybrid meeting and includes guest speakers on a variety of topics
- Rolling approach to meetings around the county to enable time to walk sites and speak to staff
- Shapers and Champions active in sharing messages including encouraging people to complete the staff survey
- Refresh of the network will continue through Q4 and include:

The role Chat2Change plays in the Speaking Up Safely Framework and Wellbeing at Work Group

- Understanding the delivery needs for the group from Executive Board
- Refresh Chat2Change Structure, membership and work plan



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# Staff Health and Wellbeing Activity

## Wellbeing Workshops

- **Powys Balance Programme** – Aimed at unpaid carers to help them ‘care for others, without losing the essence of themselves’. Utilises mediative techniques and group learning to help build resilience and self-awareness
- **Mindful Based Living Course** – 8-week programme for PHB and PCC staff
- **Managing Anxiety and Wellbeing** – 8-week course for carers (paid and unpaid) covering staying well, self-care, mindful living, sharing experiences and support.
- **Focus on Your Finances and Pre-retirement**– 1.5 hour virtual sessions delivered by Affinity Connect, to help people understand financial matters including pensions, budgeting, investments, managing debt and planning for retirement.

## Dying to Work Awareness Forum

- **Phase 1** – Delivery of **Planning Ahead** sessions delivered from January, which discuss the benefit of having conversations about death and dying
- **Phase 2** – Support for managers for when a colleague is diagnosed with a life limiting illness

# Staff Health and Wellbeing Activity

## Menopause Forum

- First Women's health and menopause forum held on 6<sup>th</sup> October with 14 attendees. Items discussed:
  - Menopause Training for staff and managers
  - Menopause Ambassadors
  - Menopause Cafes
  - Menopause accreditation through *Henpicked*

## E-Bike Sessions

Mountain Bike Wales delivered E-bike sessions as part of a wellbeing in the outdoors initiative through the Ride to Recovery Scheme.

3 Sessions were delivered across Powys (Staylitle, Elan Valley and Talybont) with 13 participants in total. Feedback was hugely positive in terms of being able to understand how to manage wellbeing more effectively through physical activity and also a sense of feeling valued by the organisation.



# Staff Health and Wellbeing Activity

## Compassionate Leadership Development

- Day 1 and 2 pilot for new modular **The Compassionate Leader course delivered** 15 staff attending
- 308 (246 PTHB) staff across the partnership have completed the **Introduction to Compassionate Leadership** course
- Pilot 1 of the level 1 **Clinical Leadership Immersive Programme** has been delivered with a second pilot group to be undertaken in January
- 154 staff have completed the **Manager's Programme**, with a further 12 on the current cohort

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| Workforce & Culture Committee 2023-24              |                                                                |           |                |           |                      | Meeting cancelled - items due to be reviewed |                  |  |
|----------------------------------------------------|----------------------------------------------------------------|-----------|----------------|-----------|----------------------|----------------------------------------------|------------------|--|
| Theme                                              | Item Title                                                     | Exec Lead | May 16/05/2023 | July 11th | September 12/09/2023 | December 14/12/2023                          | March 05/03/2024 |  |
| Governance                                         | Minutes of previous meeting                                    | DCG       | ✓              | ✓         | ✓                    | ✓                                            | ✓                |  |
| Governance                                         | Declaration of Interests                                       | DCG       | ✓              | ✓         | ✓                    | ✓                                            | ✓                |  |
| Governance                                         | Action Log                                                     | DCG       | ✓              |           | ✓                    | ✓                                            | ✓                |  |
| Governance                                         | Committee Risk Register                                        | DCG       | ✓              |           | ✓                    | ✓                                            | ✓                |  |
| Governance                                         | Annual Work Programme                                          | DCG       | ✓              |           |                      |                                              |                  |  |
| Governance                                         | Work Programme (updated through year)                          | DCG       |                |           |                      | ✓                                            | ✓                |  |
| Governance                                         | Annual Assessment of Committee Effectiveness                   | DCG       |                |           | ☒                    |                                              | ✓                |  |
| Governance                                         | Committee Annual Report                                        | DCG       |                |           |                      |                                              | ✓                |  |
| Governance                                         | Review of Terms of Reference                                   | DCG       |                |           |                      |                                              | ✓                |  |
| Performance                                        | Workforce Performance Report                                   | DWOD      | ✓              |           | ☒                    | ✓                                            | ✓                |  |
| Performance                                        | Director of Workforce and OD Report                            | DWOD      | ✓              |           | ☒                    | ✓                                            | ✓                |  |
| Performance                                        | Organisational Development Framework                           | DWOD      | ✓              |           |                      |                                              |                  |  |
| Workforce Futures                                  | Partnership and Citizenship                                    | DWOD      | ✓              |           |                      | ✓                                            |                  |  |
| Workforce Futures                                  | Staff Health and Wellbeing                                     | DWOD      | ✓              |           |                      | ✓                                            |                  |  |
| Workforce Futures                                  | Transformation and sustainability                              | DWOD      |                |           | ☒                    |                                              | ✓                |  |
| Workforce Futures                                  | Great place to work                                            | DWOD      |                |           | ☒                    |                                              | ✓                |  |
| Equality, Diversity & Inclusion and Welsh Language | Equality, Diversity and Inclusion Annual Report                | DWOD      |                | ✓         |                      |                                              |                  |  |
| Equality, Diversity & Inclusion and Welsh Language | Strategic Equality Plan 2023-27                                | DWOD      |                |           |                      |                                              | ✓                |  |
| Equality, Diversity & Inclusion and Welsh Language | Clinical Equality Plan                                         | MD?       |                |           |                      |                                              | ✓                |  |
| Equality, Diversity & Inclusion and Welsh Language | Welsh Language Annual Report / More than Words                 | DWOD      |                | ✓         |                      |                                              |                  |  |
| Statutory Compliance                               | Wellbeing of Future Generations Act Report                     | DPH       |                |           |                      |                                              | ✓                |  |
| Statutory Compliance                               | Medical Job Planning Annual Review                             | MD        | ✓              |           |                      |                                              | ✓                |  |
| Statutory Compliance                               | Staff Engagement and Comms                                     | DCG       |                |           |                      |                                              | ✓                |  |
| Statutory Compliance                               | Agile working                                                  | ADC&E     |                |           | ☒                    |                                              | ✓                |  |
| Action Log                                         | W&C/22/15 - Update on Single Point of Contact                  | DFIT/DWOD |                |           | ☒                    | ✓                                            |                  |  |
| Action Log                                         | Bank and agency spend (transferred from Board)                 | DFIT/DWOD |                |           | ☒                    | ✓                                            |                  |  |
| Staff Story                                        | Experience of Maternity Services staff during local escalation | DoNM      |                |           | ☒                    | ✓                                            |                  |  |
| Staff Story                                        | TBC                                                            |           |                |           |                      |                                              | ✓                |  |
| Extra Items:                                       |                                                                |           |                |           |                      |                                              |                  |  |
| From Board Work Programme                          | Anti Racism plan                                               | DWOD      |                |           | ☒                    |                                              | ✓                |  |

| Key                   |
|-----------------------|
| Date to be confirmed  |
| Item to be confirmed  |
| Item deferred         |
| Item brought forward  |
| Going to Board        |
| Due to Committee      |
| Find Exec Cttee date  |
| Added to draft agenda |