

POWYS TEACHING HEALTH BOARD

CONFIRMED

**WORKFORCE AND CULTURE COMMITTEE MEETING HELD ON
TUESDAY 16 May 2023, 13.30-16.30
VIA MICROSOFT TEAMS**

Present:

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

In Attendance:

Debra Wood Lawson	Director of Workforce and OD
Claire Roche	Director of Nursing and Midwifery
Pete Hopgood	Director of Finance and IT
Kate Wright	Medical Director (to 15.30)
Sarah Powell	Assistant Director of Workforce and Culture
Helen Bushell	Director of Corporate Governance (from 14.20)
Kirsten Jones	Llais

Apologies for absence:

Hayley Thomas	Chief Executive
Claire Madsen	Director of Therapies & Health Science
Mark McIntyre	Deputy Director of Workforce and Organisational Development
Bethan Hopkins	Audit Wales
Daisy Dee	Health Education and Improvement Wales

Committee Support:

Liz Patterson	Interim Head of Corporate Governance
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PRELIMINARY MATTERS	
W&C/23/01	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>The Committee Chair welcomed Members to the meeting. Apologies for absence were noted as recorded above.</p>
W&C/23/02	<p>DECLARATIONS OF INTEREST</p> <p>No interests were declared in addition to those already declared in the published register.</p>
W&C/23/03	<p>MINUTES FROM THE PREVIOUS MEETING, HELD 13 NOVEMBER 2022</p> <p>The Committee APPROVED the minutes of the meeting 13 November 2022.</p>
W&C/23/03	<p>WORKFORCE AND CULTURE COMMITTEE ACTION LOG</p> <p>The Director of Workforce and OD drew attention to the update on W&C/22/15 - Single Point of Contact. The Welsh Language Commission investigation have advised that an investigation will be undertaken. The Welsh Language and digital teams are looking to identify the most efficient solution to enable callers to communicate in either Welsh or English, rather than a complete replacement of the telephony system.</p> <p>The Director of Finance and IT advised the limiting factor was the number of Welsh speakers available to take calls.</p> <p>An update will be provided to the September 2023 meeting. This action remains open.</p> <p>The following actions were closed:</p> <ul style="list-style-type: none"> • W&C/22/25 Actions taken to encourage hybrid roles • W&C/22/38 10 year workforce projections • W&C/22/39 Features of high performing teams • W&C/22/40 Triangulation of data <p>(These actions were included in agenda items for the May 2023 meeting)</p> <ul style="list-style-type: none"> • W&C/21/17 Board Development request – added to the draft Board Development programme
ITEMS FOR ASSURANCE	

W&C/23/04	<p>MEDICAL JOB PLANNING ANNUAL REPORT</p> <p>This item was taken early due to presenter availability.</p> <p>The Medical Director presented the report outlining that job planning sets out consultant’s duties, responsibilities, time commitments and accountability arrangements including all direct clinical care (DCC), supporting professional activities (SPA) and other NHS responsibilities. Medical Directors across Wales work together to ensure standardised job planning.</p> <p>Job planning in Mental Health and Occupational Health is up to date, whereas there have been challenges in Care of the Elderly and Community Paediatrics which are being worked through. Compliance is around 75% which is similar to other areas of Wales.</p> <p><i>How closely are Powys’ working arrangements aligned to others. Would staff be consider moving to other Health Boards for better working arrangements?</i></p> <p>The Medical Director advised that there is divergence between English and Welsh contracts with the English contract moving from a DCC:SPA split of 7.5:2.5 to 8:2 and even 9:1. In Wales the split is 7:3 which it was hoped would attract consultants. However, this outcome has not been evidenced. There have been recent decisions in Wales to move to increase DCC time, but SPA time can be of assistance in retaining staff with special interests which can be pursued within the SPA allowance.</p> <p>The Committee received the report and took ASSURANCE that Annual Job Planning is being implemented for Consultant and Speciality Doctors within the Health Board.</p>
W&C/23/05	<p>DIRECTOR OF WORKFORCE AND OD REPORT</p> <p>The Director of Workforce and OD presented her report which provided an update on items not covered elsewhere on the agenda. Attention was drawn to the following areas:</p> <ul style="list-style-type: none"> • healthy attendance at Wellbeing Roadshows, • staff engagement checks in absence of the national engagement survey, • successful re-evaluation of the Gold Corporate Health Standard, • NHS Wales Awards are open for submission, • Staff Excellence Awards will be relaunched in the autumn, • A new appointment to the Occupational Health team had resulted in reduced waiting times,

- four Overseas Nurses have arrived (the fifth was unable to take up the appointment) and are undertaking their preparation training,
- the successful transfer of the Community Health Council to Llais,
- the Health Board continue to struggle to tackle variable pay and are an outlier on this measure. A workstream is examining the potential to use Wagestream which would enable bank staff to access wages for worked shifts instantly although there is a weekly cost to the employee, and
- Equalities, Diversity and Inclusion and Welsh Language moved to the directorate in April. Internal Audit have issued a Limited Assurance report on Welsh Language and the Welsh Language Commissioner is undertaking an investigation. The Committee will consider items on Equality, Diversity and Inclusion and Welsh Language as noted in the Work Programme. The Anti-Racism Plan will be considered at the May 2023 Board.

The Director of Corporate Governance joined the meeting.

The report is welcomed including the retention of the Corporate Gold Standard. What actions are being taken to improve winter resilience?

The Director of Workforce and OD advised that during the previous winter the Workforce Futures Board had been stood down to enable a focus on volunteers, resourcing and infrastructure.

There had been a change of focus from supporting mass vaccination to pathfinders, staying connected with long waiting patients and Community Care Assistant roles. It had not been possible to commence this for the 2022/23 winter period, but it is intended to hold recruitment events in June and September to be ready for 2023/24 winter period. The team are also collaborating with the local authority and the Powys Association of Voluntary Organisations to introduce a joint induction package for health and social care staff.

Who will fund the pay settlement?

The Director of Finance and IT confirmed that Welsh Government would fund the pay settlement.

Given the national focus on workforce sustainability, have Welsh Government provided immediate priorities and if so, do these fit with the Accelerated Sustainable Model?

	<p>The Director of Workforce and OD confirmed that the Health Board had received early sight of the Welsh Government implementation plan which had enabled these priorities to be included within the Integrated Plan.</p> <p><i>Is there sufficient agility within the Welsh Government plan to address the specific situation found in Powys?</i></p> <p>The Director of Workforce and OD advised that close working had taken place with Health Education and Improvement Wales (HEIW) which had resulted in specific funding for 27-35 nurses within Powys attached to Bangor University to address this issue.</p> <p><i>The Wellbeing Roadshows have been well attended, however, representation from management has been low.</i></p> <p>The Director of Workforce and OD confirmed the need to encourage senior managers to attend.</p> <p><i>Attendance at some of the roadshows appears low although the feedback is positive.</i></p> <p>The Director of Workforce and OD advised for the size of sites attendance was good. However, future reports would calculate percentage attendance.</p> <p><i>In relation to the pay award, is the organisation considering implementation plans for changes in relation to terms and conditions, for example in relation to new partnership working on the policies group, job evaluation and professional time for Continuous Professional Development?</i></p> <p>The Director of Workforce and OD confirmed this was subject to mainly national negotiations, rather than local discussion as part of the package of measures that were attached to the pay award offer..</p> <p><i>In the most recent Local Partnership Forum the Chief Executive asked how to improve staff retention. The three items listed in the question above would assist in this aim.</i></p> <p>The Director of Workforce and OD noted the comment advising that these areas had been built into the Integrated Plan.</p> <p>The Committee welcomed the Director’s Report with updates on areas not covered elsewhere in the agenda. The report was NOTED.</p>
W&C/23/06	<p>WORKFORCE PERFORMANCE REPORT</p> <p>The Director of Workforce and OD presented the report and drew attention to the following matters:</p>

- completion of Personal Appraisal and Development Reviews (PADRs) is now an escalated action with deep dives planned for Mental Health and Primary Care, and
- An action plan is in place in relation to variable pay including how this links to issues such as career progression, training, accessibility of managers.

Rolling turnover is stated at 15% in March 2023 compared to 10% in March 2022. What is the reason for this increase and was it expected?

The Director of Workforce and OD advised it was expected. There were a high number of fixed term contracts (due to availability of funding) and there had been a restructure in the Workforce Directorate (which would artificially inflate the figure). The amount of turnover resulting from fixed term contracts would be calculated for inclusion in the report.

Action: Director of Workforce and OD

Is the volume of use of agency staff an additional problem to that of variable pay?

The Director of Workforce and OD confirmed there was an issue with the volume of agency spend. A considerable amount of time was spent addressing invoicing issues, there are also issues the time it takes to appoint a member of staff. The cost of covering staff, increases through the options of: additional hours, then overtime, bank, agency to the most expensive method which is off contract. There are working practices which need to be reviewed and technology which could be used to improve the situation.

The Medical Director left the meeting.

Are agency shifts being fulfilled and do the agencies offer better rates of pay? Does the Health Board use e-rostering?

The Director of Workforce and OD confirmed e-rostering was utilised, however there are variable skill levels across the area. Vacancies were not just an issue in Powys but hybrid arrangements were under consideration such as Nurse Paramedics to try to cover skill gaps. The Director of Workforce and OD confirmed that agency pay is higher and therefore it was more beneficial for staff to pick up an agency shift with another health board than a bank shift with the health board.

The Workforce Performance Report was NOTED.

The Assistant Director of Workforce and OD presented a report on triangulation of data and information to understand the 'health' of a team. The current data available included the national staff survey, team climate survey and pulse surveys. A

	<p>dashboard is under development. Additional data which could be collected includes levels of study leave taken and leadership development courses taken.</p> <p><i>A lot of work is ongoing but how will 'hard to reach' groups be engaged?</i></p> <p>The Assistant Director of Workforce and OD explained it was necessary to ensure that colleagues were confident that their responses were confidential and not be seen by their managers. Previous experience in another organisation gave confidence that hard to reach groups could be engaged in the process.</p> <p><i>Is a pilot scheme planned so that quick wins can be demonstrated, and colleagues be confident of using the process?</i></p> <p>The Assistant Director of Workforce and OD advised that the team climate process had been successfully trialled with the Workforce function and have also used it with Transformation and Value who are actioning the findings. The team are now working with Mental Health and Children's functions.</p> <p><i>The activity in this area is welcomed and it will be important to progress this at pace.</i></p> <p>The Director of Workforce and OD advised that a further report on Team Climate would be brought to the next meeting outlining how this could be progressed and the timescale.</p> <p>Action: Director of Workforce and OD</p> <p>The presentation was welcomed along with the opportunity to be proactive rather than simply report what had happened.</p>
W&C/23/07	<p>WORKFORCE FUTURES: PARTNERSHIP AND CITIZEN HIGHLIGHT REPORT</p> <p>The Director of Workforce and OD presented the report.</p> <p>There were no questions on this item.</p> <p>The Workforce Futures Partnership and Citizenship highlight Report was NOTED.</p>
W&C/23/08	<p>WORKFORCE FUTURES: WORKFORCE PLANNING OVERVIEW REPORT</p> <p>The Director of Workforce and OD presented the report.</p> <p><i>What activity takes place to support workforce planning?</i></p> <p>The Director of Workforce and OD advised there were various levels of support including an ESR (Electronic Staff Record) training module to monitor attendance and compliance.</p>

	<p><i>Work has taken place to workforce plan for clinical roles, but has the same taken place for non-clinical roles such as admin, clerical, works and estates?</i></p> <p>The Director of Workforce and OD confirmed that workforce planning had not been restricted to clinical roles and highlighted the importance of the Accelerated Sustainable Model which had been instigated to address such issues. Rather than focussing on clinical/non-clinical roles the focus should be on the team around the patient.</p> <p><i>Given the scale of the problem is the approach ambitious enough?</i></p> <p>The Director of Workforce and OD advised that the new commissioning model agreed with HEIW, and the overseas nurses programme had been game changing. There was a need to address the accommodation issue for overseas nurses and then a business case for additional nurses could be made. The organisation is ambitious in focussed areas.</p> <p>The Workforce Futures Workforce Planning overview report was NOTED.</p>
W&C/23/09	<p>ORGANSIATIONAL DEVELOPMENT STRATEGIC FRAMEWORK</p> <p>The Director of Workforce and OD presented the end of year review of the Organisational Development Strategic Framework outlining that the previous framework had been paused in 2021 due to the pandemic. Many of the priority areas had already been implemented, were in other plans, or had moved to business as usual. It is intended that the framework will be reviewed and embedded into relevant plans where appropriate (including the Integrated Plan).</p> <p>The Workforce and Culture Committee took ASSURANCE in relation to progress against the original priorities within the framework, and noted the framework would be embedded into relevant plans.</p>
ITEMS FOR DISCUSSION	
W&C/23/10	There were no items for inclusion in this section.
OTHER MATTERS	
W&C/23/11	CORPORATE RISK REGISTER – RISKS OVERSEEN BY THIS COMMITTEE

	<p>The Director of Corporate Governance presented the Risk Register noting that the Risk Register will be reviewed in light of the new Integrated Plan and Delivery Plan. The Executive Committee have considered the 11 risks and some change is expected as whilst some risks are right, some are too broad. This will be considered at Board Development in July 2023.</p> <p><i>Is a risk rating of 16 for 'failure to plan for, recruit and retain an appropriate workforce results in an inability to sustain high quality services' too low?</i></p> <p>The Director of Workforce and OD agreed it was a difficult decision, but some successes were being seen.</p> <p><i>Independent Members made the following comments:</i></p> <ul style="list-style-type: none"> • <i>there will always be a residual risk, but the risk appetite and mitigating actions need to be considered,</i> • <i>should the risk be split into three i.e., failure to plan, failure to recruit and failure to retain, given a credible plan is now in place, and</i> • <i>there is a national aspect of planning which is outside of the Health Board's control, so failure to plan should possibly remain as a risk.</i> <p>The Director of Workforce and OD advised that these points would be taken into consideration when the risks were reviewed.</p> <p>The Committee NOTED the Committee Risk Register.</p>
W&C/23/12	<p>COMMITTEE PROGRAMME OF BUSINESS</p> <p>The Director of Corporate Governance advised that the Work Programme would be agreed at the May meeting of Board. Main areas of focus included the Workforce Futures programme, two strands of which would be considered at each meeting.</p> <p>The Chair welcomed the emphasis given to culture which would have a positive impact on performance.</p> <p><i>Could a session on how Independent Members can best contribute at Committee be arranged at Board Development?</i></p> <p>The Director of Corporate Governance advised that the Chair was keen to develop the role of assurance role of Committee's and how this is fed back to Board.</p>

	The Work Programme was NOTED.
W&C/23/13	<p>ITEMS TO BE BROUGHT TO THE ATTENTION OF THE BOARD AND/OR OTHER COMMITTEES</p> <p>There were no items identified under this section.</p>
W&C/23/14	<p>ANY OTHER URGENT BUSINESS</p> <p>There was no urgent business.</p>
	<p>The following motion was passed:</p> <p><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></p>
W&C IC/22/45	<p>DIRECTOR OF WORKFORCE AND OD UPDATE</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>