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Health Board

**POWYS TEACHING HEALTH BOARD
SUMMARY OF THE WORKFORCE AND CULTURE COMMITTEE
MEETING HELD ON TUESDAY 15 MARCH 2022
VIA MICROSOFT TEAMS**

Present:

Ian Phillips	Independent Member (Chair)
Matthew Dorrance	Independent Member
Trish Buchan	Independent Member
Cathie Poynton	Independent Member

In Attendance:

Julie Rowles	Director of Workforce and Organisational Development
Pete Hopgood	Director of Finance and IT
Kate Wright	Medical Director
Jamie Marchant	Director of Environment
Sarah Powell	Assistant Director Workforce and OD
James Quance	Interim Board Secretary
Paula Walters	Assistant Director of Corporate Business
James Field	Communications and Engagement
Katelyn Falvey	Head of Organisational Design
Louise Richards	Workforce Planning Manager
Lucie Cornish	Assistant Director Therapies and Health Sciences

Observers:

Claire Powell	Business Manager CHC
Vivienne Harpwood	Chair, PTHB

Apologies for absence:

Ronnie Alexander	Independent Member
Carol Shillabeer	Chief Executive Officer
Hayley Thomas	Deputy Chief Executive and Director of Planning and Performance
Claire Madsen	Director of Therapies and Health Science

Committee Support:

Liz Patterson	Interim Head of Corporate Governance
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MEDICAL JOB PLANNING ANNUAL REPORT

The committee received a report resulting from a previous audit report recommending that a review and monitoring of the job planning process for substantive medical staff was undertaken. Over the last year practice had been reviewed and guidance updated to ensure that job plans are up to date. Medical job planning is an annual process and is challenging for most health boards. In the Health Board it had only been kept up to date in the Mental Health team. The other teams (Children's, Occupational Health and Old Age Medicine) were smaller and do not have a Clinical Lead to lead on job planning. Arrangements are now in place for all job plans to be undertaken. Benchmarking has taken place with other health boards and the British Medical Association, and all include supporting professional activities (SPA) in their job plans.

The Committee NOTED the Medical Job Planning Annual Report.

WORKFORCE PERFORMANCE REPORT

The committee received a report which provided an update on key performance indicators across the organisation highlighting areas of high performance, areas where improvement was required and current trends in workforce data. It should be noted that the team was working to pre-pandemic establishment arrangements but that a paper would be taken to Executive Committee regarding the establishment which would result in changes to the performance data. Attention was drawn to a number of areas:

- current Performance Appraisal and Personal Development Plan (PADR) compliance is at 73% and a focussed piece of work is planned so this increases to 80%;
- sickness rates for Quarter 3 were 5.36% which was not unexpected in light of covid-19. Whilst rates fluctuate there is an overall downward trend;
- recruitment data showed the time from vacancy creation to unconditional offer of 75.6 days in the Health Board compared to an all-Wales average of 85.2 days. There was an opportunity to reduce this by targeting the shortlisting time;
- six nurses have been secured through the national overseas recruitment programme and are due to arrive in May 2022. A further 17 nurses have joined the Aspiring Nurses programme. However, there are continuing issues in medical vacancies, particularly in Mental Health Services; and
- two Employment Tribunal Cases were reported one of which has now concluded with a positive outcome for the Health Board.

The Committee DISCUSSED and NOTED the Workforce Performance Report.

WORKFORCE FUTURES STRATEGIC FRAMEWORK UPDATE, INCLUDING HEALTH & CARE ACADEMY UPDATE

A presentation was received outlining the joint work that was being undertaken with Powys County Council (PCC), the Powys Association of Voluntary Organisations (PAVO), and the Health Board to deliver the 2019 Health and Care Strategy.

The Workforce Strategic Framework spans the following 5 themes:

- designing, planning, and attracting the workforce;
- leading the workforce;
- engagement and wellbeing;
- education, training, and development; and
- partnership and citizenship.

There has been considerable investment in the Basil Webb building at Bronllys as the hub for the Health Care Academy and an adjacent adaptive living space which will be completed in April 2022 allowing learning in a home setting. The Health Board are pioneering this approach.

The focus is now on developing a digital learning management system and piloting continuing professional development through the four Academy schools (School of Professional and Clinical Education and Training; Schools of Research, Development, and Innovation; School of Leadership; and School of Volunteers and Carers.

An outdoor space is planned for Bronllys and a commitment to developing the spokes across the area has been given. The specification for the Newtown spoke has been prepared and discussions are taking place with colleagues for the capital required over the next 18 months for other spoke sites.

A mapping exercise has been undertaken as part of the mid project horizon point and high-level plans for 2022-25 were outlined within the report.

Funding has been received from a number of sources including in-kind investment from partners. Whilst this work sits within the partnership arena and Integrated Care Funding (ICF) has been available there will be a longer term need to move this project to core business.

The Committee DISCUSSED and NOTED the Workforce Futures Strategic Update.

COMMUNICATIONS AND ENGAGEMENT - UPDATE

The committee received a report outlining how in 2021-22 much of the focus had been in supporting the covid-19 response including with the local authority. Whilst there had been no face-to-face engagement, this had taken place via Teams including the Chief Executive briefings and staff recognition events. There had been an increase in public interactions via social media. However, staff engagement is heavily based on Powys Announcements and Facebook and there is a need to improve the focus of these. Current activity is under review to ensure greater alignment with the Integrated Medium-Term Plan.

The intent to develop a comprehensive Communication and Engagement Plan to support the organisation was outlined. The team has been reviewed to ascertain where the best value could be added. The team was limited in capacity and ability to hold face-to-face meetings and whilst the use of Teams will decline it will still be used.

A review of Powys Announcements is taking place and with the introduction of the new Intranet at the end of March there will be an opportunity for information to be accessible to all staff from any device.

The Communications and Engagement report was NOTED.

WORKFORCE PLANNING ARRANGEMENTS AND EDUCATION COMMISSIONING

A report was presented. Education commissioning requirements are submitted annually to Health Education and Improvement Wales (HEIW) based on expected need 3-4 years ahead. The Workforce and OD Department co-ordinate this work based on commissioning of new registrants and education and training of current workforce. The requirement for new registrants was based on age profiling and predicted retirements which was a good baseline but insufficiently detailed. The previous methodology resulted in very high commissioned numbers in some areas which do not reflect reality and would be unmanageable. HEIW now require health boards to demonstrate they have vacancies for the commissioned numbers. This resulted in services creating vacancies for students that did not arrive (for example in Therapies). The new process bases submission numbers on the numbers of new staff that could be supported using more detailed data sets. However, this does not accurately reflect what the organisation will need in terms of future workforce requirements. It is now intended to use the All-Wales Workforce Planning Toolkit to expand the Grow Your Own scheme, and to develop workforce planning to include social care and the independent sector.

It was noted that the Health Board do not receive all the staff that have been commissioned and, even if they had been available, it would not have been possible to support them. There appears to be a difficulty in recruiting recent graduates to the Health Board and the Grow Your Own approach is expected to be more successful.

The Workforce Planning Arrangements and Education Commissioning Report was NOTED.

COMMITTEE BASED RISKS ON THE CORPORATE RISK REGISTER

Two risks remain on the Risk Register:

- CRR 006 The Health Board is unable to sustain an adequate workforce
- CRR 012 The Health Board does not comply with the Welsh Language Standards, as outlined in the compliance notice.

It was noted in respect of CRR 006 that it might be possible to refine this to certain areas of the workforce and reduce it although it was expected it would remain a risk for some time. The meeting had earlier heard what actions were being taken to address this.

The Committee CONSIDERED the Corporate Risk Register.

DATE OF THE NEXT MEETING:

31 May 2022, via Microsoft Teams.