

POWYS TEACHING HEALTH BOARD

CONFIRMED

WORKFORCE AND CULTURE COMMITTEE MEETING HELD ON TUESDAY 31 MAY 2022, 14:00 – 16:00 VIA MICROSOFT TEAMS

Present:

Ian Phillips	Independent Member (Chair)
Ronnie Alexander	Independent Member
Cathie Poynton	Independent Member

In Attendance:

Carol Shillabeer	Chief Executive Officer
Hayley Thomas	Deputy Chief Executive and Director of Primary, Community Care and MH
Jamie Marchant	Director of Environment
Pete Hopgood	Director of Finance and IT
Stephen Powell	Director of Planning and Performance
Mark McIntyre	Assistant Director of Workforce and Organisational Development
Phil Jones	Audit Wales
Claire Powell	Community Health Council
Louise Richards	Workforce Planning Manager
Paula Walters	Associate Director Corporate Business
Adam Pearce	Service Improvement Manager – Welsh Language
Carl Cooper	Powys Association of Voluntary Organisations

Apologies for absence:

Matthew Dorrance	Independent Member
Claire Madsen	Director of Therapies & Health Science
Julie Rowles	Director of Workforce and Organisational Development
James Quance	Interim Board Secretary

Committee Support:

Liz Patterson	Interim Head of Corporate Governance
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PRELIMINARY MATTERS	
W&C/22/01	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>The Chair welcomed everyone to the meeting and confirmed the meeting was quorate. Apologies for absence were noted as recorded above.</p>
W&C/22/02	<p>DECLARATIONS OF INTEREST</p> <p>No declarations of interest were received.</p>
W&C/22/03	<p>MINUTES FROM THE PREVIOUS MEETING, HELD 15 MARCH 2022</p> <p>The Committee APPROVED the minutes of the meeting held 15 March 2022.</p>
W&C/22/04	<p>MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING</p> <p><i>Are there any problems with assimilation when recruiting overseas nurses, and are there any standards of equivalence?</i> The Assistant Director of Workforce advised that when the overseas colleagues first join the organisation they work at Band 4 for three months and complete an assessment. Arrangements are being made to support staff pastorally to make the transition successful.</p> <p><i>Have the overseas nurses arrived?</i> It was confirmed that there had been a 4-week delay in obtaining visas but contact details of two individuals had been received.</p> <p>The Independent Member Trade Union advised that the trade unions were working with the Workforce team to ensure pastoral concerns would be addressed.</p> <p><i>An update on joint appointments was requested.</i> The Chief Executive advised that the Workforce Futures Programme included a workstream examining different employment models. Roles were being deconstructed to identify competencies and a paper would be brought to the Committee on Workforce Planning.</p> <p>Action: Director of Workforce and OD</p>

W&C/22/05	<p>WORKFORCE AND CULTURE COMMITTEE ACTION LOG</p> <p>W&C/21/15 – Request for Single Point of Contact to be included on the work programme.</p> <p>The Director of Finance and IT advised that work was ongoing to identify a digital solution that fitted with a service solution. A report would be brought to the next meeting of the Committee.</p>
ITEMS FOR ASSURANCE	
W&C/22/06 and W&C/22/07	<p>WELSH LANGUAGE STANDARDS MONITORING REPORT</p> <p>EQUALITIES, DIVERSITY, AND INCLUSION MONITORING REPORT</p> <p>The Associate Director of Corporate Business introduced the items outlining that both reports had been considered at the Executive Committee where a number of comments had been made. These, along with any comments from the Committee would be collated and addressed and the final reports would be considered at the July Board for approval.</p> <p>The Service Manager – Welsh Language presented the reported outlining that there had been limited progress where actions needed to be taken in a face-to-face context and focus had been on areas where remote working was possible. There had been a number of changes to staff, but an Equalities and Welsh Language Officer and Welsh translator were now in post. The Communications Team had supported the promotion of Welsh Language events.</p> <p>The team had participated in all Wales equality events, provided training on a variety of topics, and equality is now part of the Manager training programme. Easy read training has been rolled out to enable easy read documents to be produced inhouse.</p> <p><i>The document states that opportunities will be taken to advertise posts as Welsh Essential. What impact will this have on recruitment?</i></p> <p>The Service Manager – Welsh Language confirmed that over the last year three jobs had been advertised as Welsh Essential, all of which were in the Welsh Language team. It was known that there were recruitment problems in clinical specialties, and it was the intention that colleagues would approach the Welsh Language team asking that a post be advertised as Welsh Essential rather than the other way round.</p>

	<p>The Assistant Director for Workforce added that the aim was to start to ask for Welsh Essential on roles that were not difficult to fill.</p> <p>The Director of Primary, Community Care and MH noted it would be important to start where gaps had been identified, for example in administration or on the switchboard. It will take time to improve the position and Welsh Language training is available.</p> <p><i>The targeting of Welsh Essential jobs was welcomed. Will the appointment panel include a Welsh speaker for Welsh Essential roles?</i></p> <p>The Service Manager – Welsh Language confirmed that arrangements were in place to support applicants who chose to be interviewed through the medium of Welsh. The Welsh Language team can provide interview panel members if required.</p> <p>The Committee NOTED the Welsh Language Standards Annual Report 2021-22 and the Equalities, Diversity and Inclusion Monitoring Report 2021-22 and RECOMMENDED both reports to Board for Approval subject to those amendments identified by the Executive Committee.</p>
W&C/22/08	<p>WORKFORCE PERFORMANCE REPORT</p> <p>The Assistant Director of Workforce and OD presented the report which gave an update in relation to key performance indicators across the health board.</p> <p>Attention was drawn to the increase in use of fixed term contracts, particularly in relation to mass vaccination, Test Trace and Protect and renewal activity.</p> <p><i>In respect of retention, leavers and turnover rates is account taken of staff moving to different areas within the health board?</i></p> <p>It was confirmed that this solely related to those staff leaving the health board.</p> <p>The Director of Finance and IT observed that whilst the rates of bank and agency staff used had levelled off these rates were still too high.</p> <p>The Director of Workforce and OD confirmed that the establishment was under review in Community Wards and</p>

	<p>Mental Health with the intention of producing a sustainable model.</p> <p><i>What is the position with overseas nurses?</i> The Director of Workforce advised that the health board had previously been successful attracting overseas nurses although not in the recent past. Support has been put in place for the two nurses who were joining the health board imminently. The health board had originally been allocated 7 overseas nurses but that had been reduced to 5 and 3 have subsequently withdrawn. The agency conducting the recruitment is responsible for filling the three remaining places.</p> <p>The Director of Primary Community Care and MH noted that retention was a particular problem as people reviewed their work-life balance. The ability to offer flexible working patterns, fewer hours and retire and return was paramount.</p> <p><i>Is the use of fixed term rather than substantive posts affecting the ability to recruit?</i> The Chief Executive noted that there was no single approach and different contracts would suit different employees.</p> <p>The Workforce Performance Report was NOTED.</p>
W&C/22/09	<p>WORKFORCE FUTURES STRATEGIC UPDATE (CARERS AND VOLUNTEERS)</p> <p>The Workforce Planning Manager gave a presentation jointly prepared with the Chief Executive of Powys Association of Voluntary Organisations (PAVO) on the School of Volunteers and Carers in the Health and Care Academy.</p> <p>During the pandemic over five hundred volunteers were deployed into the mass vaccination programme with over one hundred volunteers continuing to support this area.</p> <p>In clinical and care settings volunteers are being reintroduced since the pandemic. A role description has been co-created, a recruitment campaign started with a full training programme offered. Risk assessments are undertaken to ensure there is no risk to the volunteer or patient. FE Health and Care students and community volunteers are being targeted. Six have been deployed with more to be onboarded. The potential to extend the programme to Care Homes is being investigated with two pilot sites identified.</p>

	<p>The time bank project 'Time for Us' is under development with nine Time Banks set up across the county. The aim of this programme is to improve social contact and cohesion, help mobilise families, neighbourhoods, communities, and assets in a beneficial way for health.</p> <p>Reaching Wider has the aim of providing pathways for carers and care leavers to access Level 4 learning via Bangor University.</p> <p>The Powys Balance Programme has commenced with the aim of enabling volunteers and carers to balance the needs of others, without losing the essence of themselves. This has included holding an April Retreat on the Bronllys Campus.</p> <p><i>Is it possible to measure the discretionary contributions made by volunteers?</i></p> <p>The Deputy Director of Workforce and OD noted that it was difficult to capture this information as volunteers do not complete timesheets, but conversations were taking place with the PAVO on quantifying the support provided by volunteers.</p> <p>The programme provides an opportunity for students to gain experience of work prior to joining the health board and to provide those in work, retirees, and carers experience which could encourage them to apply to work in the health board. The Workforce Planning Manager advised that a skills matrix was under development which will include key performance indicators and that indicators were also part of the Powys Balance Programme.</p> <p>The Committee welcomed the work described within the presentation.</p>
ITEMS FOR DISCUSSION	
W&C/22/10	<p>IMPLEMENTATION OF AGILE WORKING AND NEW WAYS OF WORKING</p> <p>The Director of Environment presented the report outlining that agile working could be categorised as 'mobile' (on the move), 'flexible' (work from a variety of locations) and 'fixed' (most of the time from a fixed location). It did not just mean working from home. Agile working related to the 'How and Where' of working whereas Flexible working related to the 'When.'</p> <p>National Discussions on agile were taking place with the Assistant Director of Workforce and OD representing the health board on this group.</p>

A survey was undertaken in September 2021 which found Administrative and Clerical staff were primarily working in an agile way. The positive and negative experiences of agile working were examined and one of the main issues identified was the need for good hotdesking facilities. This would be a particular challenge for the health board given the inflexible and aged estate.

How will the proposals affect clinical delivery models? For example, mobile workers like the opportunity to get together at lunchtime.

The Director of Environment advised that, for example District Nurses were mobile but traditionally came together for a team huddle and it would be necessary to examine the needs of the service, to ascertain who needed to be in the room rather than who wanted to be in the room.

Is there an intention to digitise records which would decrease the amount of storage that was required?

The Director of Environment confirmed that was an intention to digitise records but would not be a quick fix. It would, in time transform the amount of space required and the way people worked, in that staff would no longer be tethered to a site.

What consideration has been given to the self-declaration of the workstation assessment? Will the health board be open to potential musculoskeletal problems in the future if the workstation assessment is not completed correctly?

The Director for Environment confirmed that the workstation assessment had to be self-assessed and whilst it was easier for Managers to support this in an office-based scenario Managers still had a role in supporting the staff member in this regard.

As senior staff are more likely to have the space for a dedicated office than junior staff will access to flexible working be restricted to senior staff?

It was confirmed that access to agile working was not a reward, entitlement, favour, or reward but that there were genuine concerns regarding the workstation assessment and security of information.

What needs to be done physically to support staff to work most effectively (i.e. hot desks), what can be done to support a culture shift (for example not needing the physical team huddle), and what can be done to address the inability to print from home (an all-Wales issue)?

The Director of Environment noted that agile working was about culture and providing the environment where people can give

	<p>their best. Staff have enjoyed the opportunity of working from home and it is intended to create appropriate space including hot desks and breakout space. It will be necessary to make the most of the estate and limit travel which is both expensive in terms of time and fuel.</p> <p>Action: Director of Environment to seek a response from Director of Finance and IT regarding the inability to print at home.</p> <p>The Committee NOTED the agile working report.</p>
W&C/22/11	<p>STAFF WELLBEING OVERVIEW (OCCUPATIONAL HEALTH AND UPDATE ON STAFF SURVEY)</p> <p>The Deputy Director for Workforce and OD presented the report and drew attention to the increase in staff sickness which was part of a nationwide trend.</p> <p>The 2020 NHS Staff Survey had demonstrated high levels of staff engagement in the health board which were also the highest in Wales.</p> <p>The 2021 internal wellbeing survey had identified improvements in wellbeing.</p> <p><i>When is the Corporate Health Standard due for reassessment?</i> The Gold Award for the Corporate Health Standard expires on 12 February 2023.</p> <p><i>What are reasonable wait times for staff to see an Occupational Health Consultant or Specialist?</i> The Deputy Director of Workforce and Culture advised that it would be necessary to review which colleagues were assigned which work in this area which was overseen by the Assistant Director of Workforce and OD.</p> <p>Action: The Assistant Director Workforce and OD to respond to this question.</p> <p>The Committee NOTED the Staff Wellbeing Overview.</p>
ESCALATED ITEMS	
W&C/22/12	There were no items for inclusion in this section.
ITEMS FOR INFORMATION	
W&C/22/13	There were no items for inclusion in this section.
OTHER MATTERS	

W&C/22/14	<p>CORPORATE RISK REGISTER – RISKS OVERSEEN BY THIS COMMITTEE</p> <p>The Chief Executive advised that the Risk Register was currently under review and that it may look different when the process had been completed.</p> <p>The Committee NOTED the Committee Risk Register.</p>
W&C/22/15	<p>COMMITTEE WORK PROGRAMME 2022-23</p> <p>A request was made for Agile Working to be brought back to the Committee as the project progresses.</p>
W&C/22/16	<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/22/17	<p>ANY OTHER URGENT BUSINESS</p> <p>There was no urgent business.</p>
W&C/22/18	<p>DATE OF THE NEXT MEETING: 20 September 2022, via Microsoft Teams.</p>