

**Swansea Bay University Health Board**  
**Unconfirmed**  
**Minutes of a Meeting**  
**of the Workforce and Organisational Development Committee**  
**held on 23<sup>rd</sup> April 2019, Health Board HQ, Baglan**

**Present**

Tom Crick                   Independent Member (in the chair)  
 Reena Owen               Independent Member  
 Jackie Davies              Independent Member

**In Attendance:**

Hazel Robinson         Director of Workforce and Organisational Development (OD)  
 Richard Evans          Medical Director (from minute xxx)  
 Gareth Howells         Director of Nursing and Patient Experience  
 Julian Quirk             Assistant Director of Workforce and OD (localities and systems)  
 Kay Myatt                Head of Learning and Development  
 Liz Stauber               Corporate Governance Manager

<b>Minute</b>	<b>Item</b>	<b>Action</b>
<b>76/19</b>	<b>WELCOME</b>  Tom Crick welcomed everyone to the meeting.	
<b>77/19</b>	<b>APOLOGIES</b>  Apologies for absence were received from Chris White, Chief Operating Officer; Louise Joseph, Assistant Director of Workforce and OD, Sharon Vickery, Assistant Director of Workforce and OD (delivery units and medical staffing); Kathryn Jones, Assistant Director of Workforce and OD and Sam Lewis, Assistant Director of Finance.	
<b>78/19</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest.	
<b>79/19</b>	<b>MINUTES OF THE PREVIOUS MEETINGS</b>  The minutes of the meetings held on 27 <sup>th</sup> March 2019 were <b>received</b> and <b>confirmed</b> as a true and accurate record.	
<b>80/19</b>	<b>MATTERS ARISING</b>	

(i) 56/19 Workforce Metrics

Jackie Davies sought clarity as to whether any of the areas with more than 8% staff turnover were on the health board's 'radar'. Hazel Robinson advised that there were hotspot areas kept under review, however turnover was improving, and fewer staff were leaving within the first 24 months of their contract.

(ii) 61/19 Workforce Risks

Reena Owen queried whether there was an update in relation to the transformation funding and the ability to recruit to workforce posts. Hazel Robinson responded that she had developed her structure for the new organisation and discussed it with the Director of Finance. The next step would be to share the plan with the Chief Executive but transition funding was yet to be agreed with Welsh Government. Gareth Howells added that the health board needed to put in place structures which would make it sustainable and it was time for the executive team to challenge itself to determine what it needed.

**81/19 ACTION LOG**

The action log was **received** and **noted**.

**82/19 COMMITTEE WORK PROGRAMME**

The work programme for the committee was **received** and **noted**, with the addition of an update regarding medical appraisal and revalidation in June 2019 following a discussion at the Performance and Finance Committee.

**83/19 WORKFORCE METRICS**

A report setting out workforce metrics was **received**.

In discussing the report, the following points were raised:

Hazel Robinson advised that confirm and challenge sessions were taking place with the units regarding sickness levels. She added a significant amount of work had taken place with Singleton Hospital to reduce long-term sickness absence, which was beginning to have a material impact. Julian Quirk stated that there may be a small increase in levels as the baselines were adjusted following the Bridgend boundary change as Princess of Wales Hospital rates were comparatively low.

Tom Crick referenced international recruitment campaigns and queried whether there were any particular challenges. Julian Quirk commented that international recruitment had different levels of success, for example, staff

recruited via European campaigns tended to move organisations once settled in Wales whereas Filipino staff stayed with the health board for the duration of their careers. However there was also an issue of a salary cap which made it more difficult to recruit specialist nurses and this needed to be reviewed. He added that this was the year that the first cohort of the new nurse training establishment would graduate so it was important to have robust links with the university.

Jackie Davies sought clarity as to who would pursue disciplinary cases involving staff transferred to Cwm Taf Morgannwg University Health Board. Hazel Robinson advised that in most instances, Swansea Bay University Health Board would conclude the investigation but it would be for the new employer to make any decisions.

**Resolved:** The report be **noted**.

## **84/19 MEDICAL AGENCY CAP**

A report setting out compliance against the medical agency cap was **received**.

In introducing the report, Hazel Robinson highlighted the following points:

- Compliance had improved further in March 2019;
- Total hours booked for agency and locum had increased by 302 (2%);
- The number of agency hours had decreased to 7,472 from 8,2855, which was almost a 10% reduction, whereas the hours booked for internal locums increased from 6,795 to 8,010;
- Expenditure for March 2019 was £1.2m, but this was an outlier figure and consideration needed to be given that it was year-end and invoices were being received;
- Scrutiny discussions were continuing with units.

In discussing the report, the following points were raised:

Tom Crick queried as to how much assurance the executive team had that the units were in control of medical agency spend. Richard Evans responded that the scrutiny process had highlighted to the units that they were not fully sighted on everything that they needed to be and that clarity was needed as to who had authority to book locum or agency shifts. He added that there was now more assurance that they had control of the situation.

Tom Crick queried whether the Kendall Bluck report had been received. Hazel Robinson advised that it was expected at the end of April 2019 and would be recommending some remodelling of the clinical workforce for the

Morrison Hospital emergency department and the nursing establishment for the Neath Port Talbot Hospital minor injury unit, but all the changes would form part of the workforce high value opportunities workstream.

Tom Crick noted the implementation of the locum on-duty software and asked whether this would improve the process of booking locums. Hazel Robinson advised that it would provide a greater line of sight of any gaps within rotas and the aim in the future would be to have a combined staff bank for all professional groups.

**Resolved:** The report be **noted**.

## **85/19 DEEP DIVE: PADR COMPLIANCE**

A report setting out a deep dive into compliance with personal appraisal and development reviews (PADR) was **received**.

In introducing the report, Kay Myatt highlighted the following points:

- In comparison with other health boards, Swansea Bay University Health Board was 2% below average in terms of compliance;
- However, when broken down, every staffing group except estates and facilities was above average;
- Morrison Hospital had a compliance of 65% and the others more than 70%;
- The area with the lowest compliance rate was estates and facilities for which performance plans had been established and employer self-service was being accelerated;
- A pilot was being undertaken in areas of high and low compliance to test the quality of PADRs to see if this had a bearing as well as to determine the elements of the process staff value the most.

In discussing the report, the following points were raised:

Tom Crick commented that estates and facilities were stark outliers and the target of 85% of overall compliance seemed aspirational. Julian Quirk advised that the 2018 pay deal meant that in order for staff to receive their increments, they had to complete an annual PADR, which would see compliance rate increase from April 2020. He added that team structures also had an impact, as some managers had responsibility for more than 50 staff, and so struggled with the capacity to complete all PADRs.

Tom Crick queried as to whether sufficient concern had been raised with estates and facilities as to their compliance levels. Kay Myatt advised that a group PADR session had been undertaken at Princess of Wales Hospital for facilities to improve performance and by contrast, the estates department at Singleton Hospital was almost 100% compliant. Hazel

Robinson added that both heads of departments had been asked to provide an action plan and one had since been received. She stated that the issue was being taken seriously as staff had the right to have development plans.

Tom Crick noted that there was a significant amount paperwork involved in the process. Julian Quirk responded that as part of the 2018 pay deal, the process would become electronic.

Reena Owen sought assurance that executive directors were leading by example and completing PADR's for their staff. Hazel Robinson responded that there were some staff within executives' establishments for whom they did not complete PADR's for example, independent members were part of the Director of Corporate Governance's structure but appraised by the Chairman, therefore some of the delivery was not in their gift. Gareth Howells added that it was a period of transition and some executives were yet to be in post for a full year, so their compliance would improve next year.

Reena Owen stated that if the health board was serious about its values framework, compliance with PADR's was core, as staff should have the opportunity to meet with managers once a year to discuss their development. She suggested that an update be received in six months. Hazel Robinson responded that the committee should be updated in three months and quarterly thereafter in order to show that the organisation was taking the issue seriously. This was agreed.

HR

- Resolved:**
- The report be **noted**.
  - Update on PADR compliance be received in three months and quarterly thereafter.

HR

## **86/19      WORKFORCE AND OD FRAMEWORK**

A report providing an update as to the development of the workforce and OD framework was **received**.

In introducing the report, Hazel Robinson highlighted the following points:

- This was the final working draft of the framework;
- Next steps would be to format and share with the health board at its meeting in May 2019;
- A project plan would be developed but was dependent on resources.

In discussing the report, the following points were raised:

Tom Crick suggested that the final draft be circulated to members for one last opportunity to comment. This was agreed.

HR

Reena Owen queried as to how often the committee would receive updates as to progress against the project plan. Hazel Robinson responded that this would be quarterly.

Tom Crick commented that it was a strong piece of work and offered his congratulations to Hazel Robinson and her team.

- Resolved:**
- The report be **noted**.
  - The final draft be circulated to members for one last opportunity to comment.

HR

## **87/19            WORKFORCE RISKS**

The workforce risk register was **received**.

In introducing the report, Hazel Robinson highlighted the following points:

- In relation to the workforce structure risk, discussions had been undertaken with the assistant directors of workforce as to their portfolios. The next step would be a test and challenge session with the Chief Executive;
- An agreement had been reached with Cwm Taf Morgannwg University Health Board as to occupational health services;
- 48 applications had been received for the three investigating officer roles and shortlisting had been completed;
- Concerns had been raised by one of the unions in relation to the soon-to-be launched guardian service and work was ongoing to resolve this;
- A new risk had been added in relation to the impact of the HMRC (Her Majesty's Revenue and Customs) changes to pensions which was leading to doctors withdrawing from the scheme as well as some senior agenda for change staff.

- Resolved:**    The report be **noted**.

## **88/18            WORKFORCE AND OD COMMITTEE ANNUAL REPORT**

The annual report for the committee was **received** and **approved**.

## **89/19            HIW KW ACTION PLAN**

A report setting out progress against the action plan following Healthcare Inspectorate Wales (HIW) review of the Kris Wade case was **received**.

In discussing the report, the following points were raised:

Julian Quirk advised that confirmation was still awaited from Welsh Government as to who would be responsible for paying for DBS (disclosure and barring services) updates. Hazel Robinson added that trade unions were broadly supportive of the soon-to-be established process but had concerns about individuals paying for the annual updates, however there were some UK organisations that did expect staff to pay. Jackie Davies commented that if staff made a monthly salary sacrifice, it would be just £1 from each pay, which was manageable.

Hazel Robinson advised that if no decision had been made by Welsh Government by the end of May 2019, the health board would progress anyway and request DBS checks for all those who did not have one currently. Jackie Davies sought clarity as to why this could not be done now. Hazel Robinson advised that the health board would only have a 30 day window to initiate the national update process so if it requested new checks too early, these would need to be re-done in order to adhere to the national policy.

Tom Crick queried as to whether it would be beneficial for the health board to write to Welsh Government in relation to the DBS issue. Hazel Robinson responded that it would be worth highlighting to Welsh Government that it was making significant progress against the HIW KW action plan but was unable to so with regard to DBS checks as it was awaiting the national policy.

Jackie Davies referenced the KW case, adding that the guardian service would enable staff to raise concerns similar in nature.

Jackie Davies referenced the length of time taken for the original investigations into the KW case, adding that the soon-to-be recruited investigating officers would need to work to reasonable timeframes to write reports once investigations had been completed. Hazel Robinson advised that there would be standards in place and timelines built into work plans.

**90/19 VACANCY CONTROL PANEL DECISIONS**

A report setting out the decisions made by the vacancy control panel was **received** and **noted**.

**91/18 ANY OTHER BUSINESS**

There was no further business and the meeting was closed.

**92/19 DATE OF NEXT MEETING**

The date of the next meeting was noted to be 28<sup>th</sup> May 2019.