

**Swansea Bay University Health Board  
Minutes of the Workforce Delivery Development Group  
held on 17th November 2022 at 13:00**

**Present:**

Debbie Eyitayo	Director of Workforce & OD (in the Chair)
Julian Quirk	Assistant Director of Workforce & OD
Sharon Vickery	Assistant Director of Workforce & OD
Louise Joseph	Assistant Director of Workforce & OD
Paul Dunning	Professional Head of Staff Health & Wellbeing
Karen Stapleton	Deputy Director of Strategy
Janet Williams	Service Group Director, Mental Health & Learning Disabilities
Christine Morell	Director of Therapies and Health Science
Geraint Norman	Head of Strategic Financial Planning
Emma Owen	E-rostering Project Manager
Julie Lloyd	OD and Culture Lead
Mark Turp	Workforce Planning Manager
Mark Madams	Associate Nurse Director
Steph Hornblower	HR Business Partner
Alison Clarke	Assistant Director of Therapies
Jane Williams	Equality Manager to present item 3.1
Mark Roach	Workforce Data Analyst to present item 5.1
Emma Evans	Senior ESR and Workforce Information Manager to present item 5.1

<b>Minute</b>	<b>Item</b>	<b>Action</b>
<b>1.1</b>	<b>Welcome &amp; Apologies</b>	
	Debbie Eyitayo welcomed everyone to the meeting. Steph Hornblower was in attendance for Kate Hannam. Jane Williams was in attendance for Kay Myatt. Apologies received from Kate Hannam, Richard Evans, Gareth Howells, Guy Holt and Kay Myatt.	
<b>1.2</b>	<b>To receive and approve the minutes of the previous meeting</b>	
	The previous minutes of 18 <sup>th</sup> October 2022 were agreed as being an accurate reflection of the meeting.	

1.3	<b>To receive and consider any matters arising not otherwise on the agenda</b>	
	No additional items were received.	
1.4	<b>To receive the action log</b>	
	Action log was updated.	
2.1	<b>Staff Wellbeing Forum Update</b>	
	PD confirmed that the first Workforce Wellbeing Forum took place in October. It was agreed that PD would report back to the Group after two meetings – PD to confirm appropriate date	
3.1	<b>Swansea Bay Anti-Racist Wales Workforce Action Plan/Next Steps</b>	
	<p>DE advised that following Management Board and WOD committee approval the Workforce Action plan would be on the next Health Board Meeting agenda for formal Board approval on 24<sup>th</sup> November.</p> <p>Jane Williams provided an update on the implementation of the HB's Anti-Racist Wales workforce plan in KM's absence.</p> <p>A workforce session to map the work across the key areas has been arranged for January 2023 which will bring together L&amp;D leads, data analytics leads, the ESR team, Talent leads along with representatives from the Big Conversation team. After that session there will be an agreement to produce what this actually means for us as it was previously discussed how accessible versions and local areas and service groups can drive forward the actions.</p> <p>Jane Williams reported that one of the key actions of the plan (and is a Welsh Government priority) is to provide ethnic minority networks with appropriate level of resource and access to the Board.</p> <p>Since the last WOD meeting there have been initial discussions with three of the Service Groups to see how they can support the networks. Initial feedback highlighted the need for clarification on the amount of protected time expected.</p> <p>Jane Williams reported that at a recent Black Asian Ethnic Minority Staff Network meeting it was very clear that their expectation was</p>	

10% protected time. It was felt that unless this was agreed there would be difficulty in getting staff to apply for the three network roles of chair, deputy chair, and secretary.

It was noted that the HBs did not have a policy to deal with racism from patients. It was requested this was included in the Welsh Government consultation for the All Wales Action plan and it was disappointing that when the Plan came out this was not included.

Jane Williams that this will be raised again when the new Strategic Equality Group is established within the HB.

She confirmed that CALON also believed that the protected time commitment should be 10%.

Once the question of protected time is resolved, recruitment of the 3 roles for BAME and LGBT staff network can begin.

She advised that we would also be looking to progress development of a disability staff network and the gender equality staff network.

DE invited comments/questions from the group.

Janet Williams asked if the roles were HB wide or roles within service groups. Jane Williams advised they were health board wide.

Janet Williams noted the difficulties of potentially 'losing' a clinical role for a week and the impact on services and the difficulty in supporting the roles. Janet Williams advised that until it be known who might apply, this would influence whether or not they can be released, but that 10% HB wide does not seem unreasonable.

MM commented that if we are going to change how we operate we will need to give them the time to do it or it won't be done well.

DE agreed that the roles need to be appointed to understand the time impact or the cost of time.

Janet Williams pointed out that before applying it would be useful to have a conversation so we could evaluate the impact on patient care, how we would compensate for that.

GN asked how the HB would pay for this as there were competing demands for funding and we need to be clear on what the HB intends to fund. GN expressed concern that this could expand in to a larger commitment for the HB.

LJ suggested asking for 'expressions of interest' before the formal recruitment process. LJ added the importance of understanding what exactly the roles entail. It was also noted that the work would be distributed to other members of the Network group and not just the Chair/Co- Chair and Secretary as this will support engagement and empowerment of wider members.

	<p>Jane Williams advised that NHS England have an expression of interest form that has been used and includes a declaration that the individual has had a conversation with a line manager and the requirement to get agreement before applying.</p> <p>DE thanked Jane Williams. It was suggested that JW email JAD re funding for Equality which had been raised at this meeting. It was also noted that Welsh Government expected HBs to adequately resource network groups to undertake their roles.</p>	<b>JW</b>
<b>3.2</b>	<b>Staff Engagement ‘Big Conversation’</b>	
	<p>JL gave a verbal update on the Big Conversation. Points to note were:</p> <ul style="list-style-type: none"> <li>• JL has presented at HBPF and Management board in the last 3 weeks</li> <li>• An initial communication launch has taken place which included a pulse survey so far 180 responses have been received</li> <li>• The 1<sup>st</sup> virtual targeted session took place at Primary Community and Therapies Services Team brief which was attended by 149 people</li> <li>• This event was an excellent taster to see how the session would run virtually</li> <li>• There has been a poster campaign displayed in large footfall areas</li> <li>• JL thanked the service group PAs and the Executive PAs for their support along with the graduate trainee managers</li> <li>• Next steps include open sessions to target as many staff from across the HB</li> <li>• Personal invitations from the CEO to service group staff</li> <li>• Attendance at a Clinical Senate on 25 November</li> <li>• Running session as part of the Leadership Touchpoint session in December</li> <li>• Planned session with MH&amp;LD</li> <li>• Therapies and Health Sciences forum</li> <li>• Promoting at Singleton’s wellbeing day</li> <li>• Planning open walk in galleries which will have the results of the Pulse Survey</li> </ul>	

	DE thanked JL and confirmed this will be a standing agenda item going forward.	
<b>4.1</b>	<b>AMSR Update</b>	
	<p>JRQ asked SH to give a short briefing update.</p> <p>SH confirmed that in terms of the OCP, all staff who went through preference exercises have been provisionally placed and confirmation had been sent to all staff who were changing base. She confirmed that they were currently at the challenge panel stage of the process</p> <p>SH explained that approximately 650 staff were issued letters and from that only 15 true challenges have proceeded to the challenge panel which was a positive outcome.</p> <p>The operational implementation goes live from 5th December with a phased approach spanning a 6 week transition period had been recommended.</p> <p>Work was underway to establish the workforce implications during this period of running services across 2 sites.</p> <p>An additional Management Board was expected to take place so executives could review the revised plans and the mitigations around the risks that came with it.</p>	
<b>5.1</b>	<b>Deep Dive into Staff Turnover</b>	
	<p>JRQ gave a brief introduction to this item stating the report was a very deep dive with a substantial amount of content and information.</p> <p>JRQ handed over to Mark Roach and Emma Evans. MR advised the report had been commissioned due to what appeared to be sustained increases in Health Board turnover over the space of a couple of months.</p> <p>EE defined that turnover for the purpose of the report is based on the number of leavers versus employee headcount.</p> <p>Both MR and EE gave a detailed presentation looking at trends, reasons for turnover as per exit forms completed by managers.</p> <p>It was noted that there was a need to educate line managers on the importance of the exit survey.</p> <p>The group agreed this was an excellent piece of work which will help to understanding the 'why' of the analytics which could influence our</p>	

	<p>retention work. This is an opportunity to look at areas of best practice as well as hotspots.</p> <p>The consensus was that this was an excellent report, really well written and very clear and once embedded will enable us to look at patterns and predict. CM asked for a copy for use at her THS group meeting.</p> <p>JRQ proposed the deep dive would be taken to WOD Committee and to Service Group leads and Operational Group Leads</p>	<p><b>JRQ/EE</b></p>
<b>5.2</b>	<b>Industrial Action</b>	
	<p>JRQ reported that the RCN ballot vote was an overwhelming majority to take action with the exception of Aneurin Bevan HB.</p> <p>SBU will operate a gold/Silver command with Deb Lewis leading the overarching Silver Command group. This group monitored the contingency planning within the service groups and departments that have to deliver services on the days of action. The service run on the days of actions will be normally be a bank holiday service.</p> <p>It was noted that Cancer pathways should be treated as an exception but JRQ advised that previously the unions had deemed them not to be emergency service. It was suggested that this could be raised at an all Wales level.</p> <p>DE agreed to mention this at her meeting with Helen Arthur.</p>	<p><b>DE</b></p>
<b>5.3</b>	<b>SBAR Overseas Workforce Proposal</b>	
	<p>Natalie Mills joined the meeting to discuss the SBAR overseas workforce proposal.</p> <p>The report explored the value of introducing a supportive engagement process for new recruits from overseas to have a conversation about culture and transitioning to life in a different country. It was acknowledged that nurse education run a well-established clinical induction programme and that this proposed engagement would ensure overseas recruits settle and thrive in their new environment. The plan was to set up cultural ambassadors/facilitators to have unscripted conversations offering staff a safe environment to discuss their transition to a new country and to express any concerns.</p> <p>GN asked who would be paying to facilitate this. GN recognised the value and importance of the project and noted the emphasis on recruiting and retaining overseas nursing and he reiterated the</p>	

	<p>comment made by MM in the earlier agenda item 3.1 that if we are going to do it, it should be done properly.</p> <p>LJ commented that the data in the deep dive highlighted the importance of retaining staff as well as the whole staff experience programme. LJ stated that this was best practice and no additional funding was required as it would be facilitated internally.</p> <p>SV agreed that the turnover report suggested a fragile workforce for the first time in two years. She said if the HB cannot retain its overseas workforce there would be huge costs to the organisation in terms of trying to replace them. SV added that the HB must give people time to develop with opportunity to be listened to as a group.</p> <p>Following group discussion it was agreed to trial at next induction cohort and feedback to the group thereafter .</p>	<b>LJ/NM</b>
<b>5.4</b>	<b>Recruitment Update</b>	
	<p>SV advised that the report was standard and referenced the work of the central resourcing team which has been in place for 1 year as well as the Medical Workforce team.</p> <p>Highlights to note:</p> <ul style="list-style-type: none"> <li>• Success around HCSW, Band 5</li> <li>• Overseas nurse recruitment</li> <li>• Theatres/biomedical scientists recruitment</li> <li>• Supporting dietetics and nutrition teams with recruitment</li> <li>• Theatre recruitment</li> <li>• The success that the medical workforce team had across a number of different posts within the medical workforce</li> <li>• Positive feedback around the HB pastoral approach which encouraged word of mouth endorsements by international doctors about the HB as a place to work</li> <li>• Received an accolade from one of the Royal Colleges around the HB's consultant recruitment process</li> </ul> <p>SV noted that 98% of posts advertised were full time and there was a need to encourage more flexible/part time working opportunities. This will be picked up by the Retention Group.</p> <p>SV took the opportunity to thank Abbie Finch for her contribution to the central resourcing team as she was leaving the HB in November. The group wished her well for the future.</p>	

6.1	<b>No update on workforce efficiencies was received</b>	
7.1	<b>Risk Register</b>	
	<p>The Workforce Risk Register was reviewed in light of the priority areas discussed at the meeting. It was proposed that there was no change to Risk 3 –Workforce Recruitment and Risk 51- Nurse Staffing act Wales both at a score of 20.</p>	
8.1	<b>Any other business</b>	
	<p>The next meeting was scheduled for 21<sup>st</sup> December, however it was noted that WOD committee for which WOD Group feed into was due to take place on 13 December. In view of this it was agreed that the December WOD group would be cancelled and the next meeting would be held on 23 January 2023.</p> <p>LJ wanted to share a good news item to finish - as part of pathways into employment, SBU in partnership with Neath Port Talbot and Swansea City Councils plan to offer 3 month work placement opportunities to the unemployed. There was no age restriction and placements would be offered to approximately 80 people in the next year.</p> <p>LJ also reported that a new apprenticeship programme looking at pre-operative care was starting in Morriston Hospital. She said that this came as a result of several months of work and finally she said congratulations go to Abigail Norris crowned as Foundation Apprentice at Neath Port Talbot College on their Skills Academy Wales Programme. Swansea Bay came highly commended in the National Awards this year for the HB's learning week in May which was testimony to the work in Swansea Bay UHB from a learning and development perspective.</p> <p>DE suggested that it would be good to get a comms article on Abigail. LJ to take forward.</p>	<b>LJ</b>
	<b>Date of the next meeting 23<sup>rd</sup> January 2023</b>	