



Local Partnership Forum

Minutes of the meeting held on 11th April 2023 at 13.00 hrs Via Teams

Present

Nick Lyons (NL)	Acting Deputy Chief Executive Officer (Chair)
Dyfed Edwards (DE)	Chairman, BCUHB
Jan Tomlinson (JT)	UNISON and Trade Union Partners
Alison Pawley (AP)	Unite
Amy Harding (AH)	Awyr Las Communications (Marketing And Campaigns) Officer
Angela Wood (AW)	Executive Director for Nursing & Midwifery
Catherine Jones (CJ)	Royal College of Nursing
Ceri Harris (CH)	Head of Equality, Diversity and Human Rights
David Barber (DB)	British Dental Association
Debbie Lewis (DL)	EPRR Lead
Debra Payne (DP)	British Dietetics Association
Deborah Humphries (DH)	Chartered Society of Physiotherapy
Georgina Roberts (GR)	Associate Director for Workforce - West
Hannah Roberts (HR)	Business Manager, IHC West
Helen Stevens-Jones (HS-J)	Director of Partnerships, Communications & Engagement
Iain Wilkie (IW)	Director for MHLD
Jackie Hughes (JH)	Society of Radiographers and (Trade Union) Independent Member
James May (JM)	Unison
Jason Brannan (JB)	Deputy Director of People, Workforce & Organisational Development
Julia Clayton (JC)	Chartered Society of Physiotherapy
Kay Hannigan (KH)	Associate Director for Workforce - Central
Kirsty Thomson (KT)	Head Of Fundraising : Awyr Las
Peter Bohan (PB)	Associate Director of Occupational Health
Steven Grayston (SG)	IHC Director Of AHPS (Central), Therapies & Health Science
Teresa Owen (TO)	Executive Director for Public Health
Toni Wood (TW)	Royal College of Midwifery Workplace Representative
Vivienne Nelson (VN)	A4C Staff side Lead
IN ATTENDANCE	
Fiona Lewis (FL)	For minute taking

Agenda Item	
<p>The Chair welcomed all attendees to the meeting and in particular sincerely welcomed the new BCU Chairman.</p>	
<p>L23/16 Apologies for Absence</p> <p>L23/16.1 Apologies were received from Gill Harris, Angela Wood, Ffion Johnstone, Gareth Evans, Sue Murphy, William Nichols, Christine Tanski, Nick Such, Sharon Cawdell, Stacey Roberts, Alison Tardivel, Libby Ryan-Davies, Nia Thomas, Alex Tapley, Clare Jones, Vanessa Tobin, Emma-Jane Hosking, Matthew Joyes and Nicola Roberts.</p> <p>L23/17 Draft Minutes of the previous meeting held on 10.1.23 for approval</p> <p>L23/17.1 The minutes were approved as a true and accurate record of the meeting.</p> <p>L23/18 Summary Action Plan Update</p> <p>L23/18.1 JH requested her name be removed from any of her outstanding actions as she was no longer Chair of Charitable Funds Committee. There were no other matters arising and updates were provided to the Summary Action Plan.</p> <p>L23/16.2 NL requested all to endeavour to update the Action Log as soon as possible.</p>	JB / FL
CORPORATE GOVERNANCE	
<p>L23/19. A message from the Chair to the LPF.</p> <p>L23/19.1 DE introduced himself, thanking everyone for making him feel so welcome. He confirming that he and his family had been frequent users of the NHS over the years.</p> <p>L23/19.2 During his 7 weeks in post, DE noted that one of his primary objectives had been to engage with people at all levels within the organisation, offering reassurance and respect; setting out some principles of how best to engage with and support each other during this hugely challenging period.</p> <p>L23/19.3 DE confirmed that he had met many people over the past few weeks – stakeholders, unions, Senedd members - and had lots of constructive discussions; his ambition was for everyone to feel that they are part of a team, that their voices were heard and that they are valued. DE felt that being put into Special Measures was an opportunity to refresh and reset the organisation and that Government very much wanted the organisation to succeed and was offering its support.</p>	

L23/19.4 Career paths and advancement opportunities within the organisation were very important to DE as he felt this would encourage people to be committed to working within BCU and to the area however he acknowledged that there were huge obstacles, such as staff shortages, in the way.

L23/19.5 JT, speaking on behalf of her trade union partners, noted that hearing the words 'one team', 'kind' and 'growing our own' meant a great deal to her; welcomed DE and looked forward to working with him.

L23/20 Verbal Update on Special Measures (SM)

L23/20.1 NL noted that he felt that SM was indeed a chance to reshape the organisation and whilst recognising that there are 19,000 staff already working hard and doing exceptionally good work, it was the responsibility of management to ensure that it does things right and sustainably for both patients and staff. NL confirmed that there were 8 domains within SM, and the task was to demonstrate to the organisation, Welsh Government (WG) and the regulators that progress is being made in all these domains.

L23/20.2 Phil Meakin provided an update, wishing to confirm the arrangements surrounding SM and how the HB nurtures and manages the SM status; wishing to provide confidence and an insight into how SM was being managed. He confirmed that all the hard work done under Targeted Intervention (TI) had not been wasted and that the work done in SM would include those TI improvement plans.

L23/20.3 PM confirmed that both he and Paolo Tardivel would be supporting the 8 domains to ensure that they look and are consistent. Each domain would have its own domain leadership which would include a BCU director and a BCU Independent Member and PM was pleased to note that through SM, the organisation would have the opportunity to access the independent expert advice being allocated to each domain and that in addition, there would be support for colleagues from WG/Welsh Executive, who would be engaging with each of the domains, providing domain subject matter experts.

L23/20.4 PM highlighted the first phase of SM – 'Stabilisation Priorities' - which were the main areas being focussed on over the next 6-7 months in order to stabilise the organisation and confirmed that a priority was to ensure that governance arrangements did not duplicate any of the existing efforts. WG had set out its own focus for activity for each of the 8 domains, with specified interventions that needed to be delivered.

L23/20.5 PM confirmed that a large part of the fortnightly Health Board Leadership Team meetings would be set aside for the Special Measures Oversight Group, set up to ensure that the organisation is on track, by being provided with evidence from both patients and staff, recognising the need for regular briefings.

L23/20.6 PM confirmed that all 8 domains were equally important and interlinked, however the domain for Compassionate Leadership and Culture was really key and

felt it important that the new substantive CEO, when appointed, would have the opportunity to be the lead for that particular domain.

L23/20.7 JT asked how information and updates were to be cascaded to all the senior leaders of trade union partners as they were keen to be involved from the offset. PM confirmed that within the Communications and Engagements Plan, there was a 'Next Steps' section which highlighted the importance of engagements and communications, of which the Trade Unions would be a major part. In order to stay true to the principle of not duplicating existing processes, he would be linking with HS-J and her team, to ensure that there would be no replication of any existing processes and to ensure the most appropriate forum is used.

L23/20.8 JB reiterated that a compassionate and inclusive cultural leadership was central to the ethos of SM and that he felt that Management would be sending out a clear definition of what that was, to all 19,000 staff members. JB noted that in terms of engaging with staff, the organisation needed to consistently understand how staff are feeling and that the organisation needed to be able to consistently measure, across the whole of the organisation, three specific things – staff motivation, advocacy and staff engagement. With this in mind, by the end of Q1, quarterly pulse survey checks will start to be implemented – these will be to share how the organisation is doing and also to get feedback from staff.

L23/20.9 JB was pleased to recognise that there were already very good relationships between staff-side representative and Peoples' managers had developed very good working relationships and the intention was to build on this. NL apologies that in the past there had been occasions when true engagement and communication were lacking; JT was pleased to receive the apology and confirmed that staff-side colleagues were really looking forward to moving towards better engagement and communication.

L23/20.10 HS-J confirmed to staff-side colleagues that she felt that this would be a perfect time to refresh and to review how best to communicate more openly with people – patients, staff, public and partners – and that she was really keen to work out the best way of doing this.

L23/20.11 AP wanted to highlight the different sites, with different cultures, across the organisation but that care must be taken to ensure that all sites must be involved – not only the three main hospitals.

L23/20.12 CJ asked, as an RCN representative, which domain communication with the public would sit under. She had been getting feedback from colleagues that in Outpatient clinics there had a great deal of inappropriate appointments and a large number of costly DNAs and that the cost of this to the HB needed to be communicated to the general public. DE confirmed that he was aware that the Health Minister was keen to raise these sort of issues and was currently looking at steps as to the best way to communicate them sort of information to the general public. PM was asked to think of how best to understand how to discover exactly what the general public wants and needs communicated to them, to ensure that they feel part of the journey.

PM

<p>L23/21 LPF Committee Annual Report inc. ToR Review</p> <p>L23/21.1 JB presented the Annual Report, which he felt showed the organisation was fulfilling its ToR. The LPF was continuing to consider national developments in NHS Wales and the impact on the organisation's strategy; the implications for the Board; negotiating on matters of local determination; ensuring staff organisational representatives have appropriate time off; had established regular formal dialogue between the Board's executive and trade unions and ensured that there was appropriate consultation in place around various sub-groups.</p> <p>L23/21.2 JB and JT together had populated the tables, which showed that in the main the LPF was working well. JT confirmed that although her trade union partners did not always agree with organisational stances, they did agree to disagree in a polite manner and that the regular meetings that take place have always proved to be beneficial.</p> <p>L23/21.3 Three minor amendments required within the Annual Report – FL to amend.</p> <p>L23/21.4 JT confirmed that with regards to the second error, referencing VAT paid on lease cars, she had been in regular contact with KH, who had in turn been in contact with Finance, who were awaiting a definitive English High Court ruling on the matter; once received, the decision would be communicated to the staff affected.</p> <p>L23/21.5 The LPF Annual Report for 2022-23 was approved, subject to minor amendments. Final report to be brought to next meeting for final ratification.</p> <p>L23/22 Work Plan with Annual Cycle of Business</p> <p>L23/22.1. The work plan was noted.</p>	<p>FL</p> <p>KH</p> <p>FL / JB</p>
WORKFORCE & ORGANISATIONAL DEVELOPMENT GOVERNANCE	
<p>L23/25 Industrial Action</p> <p><i>[With Chair's approval, this item was taken out of order]</i></p> <p>L23/25.1 GR provided a brief verbal update, highlighting the fact that there is currently no industrial action proposed for the foreseeable future due to last year's pay deal being agreed and that this year's pay settlement remaining under negotiation with WG. KH was hopeful and noted that there was a lot of positive engagement between the unions and WG.</p> <p>L23/25.2 JB noted that Workforce Directors across Wales were working closely with WG to work through and resolve the pay offer in Wales, caused by the changes in the English pay settlement and the impact around Barnett consequentials and how they both impact on the pay offer in Wales. As soon as any information is received on this, JB promised to share this with the forum.</p>	<p>JB</p>

<p>L23/25.2 NL took the opportunity to thank his staff side colleagues for working so professionally with his colleagues during recent industrial action.</p>	
ISSUES FOR DISCUSSION RAISED BY TRADE UNION REPRESENTATIVES	
<p>L23/26.1 TW, being aware that some of her members were off work with long covid, some of whom were coming to the end of their paid time of employment, asked if there would be an extension of pay for people still not fit to return to work with long covid? TW to contact JB outside the meeting to provide him with details, to enable him to forward onto the appropriate IHC.</p> <p>L23/26.2 JH questioned the fact that within the organisation, people were expected to apply personally for their 25 year long service awards, which seemed inappropriate and asked if it would be possible to put a mechanism in place to highlight to senior managers that one of their members of staff was due to reach a milestone in their employment. JB agreed that as part of compassionate leadership, this should be looked at, to enable line managers to access length of service data. CJ also noted that some members were coming up to 30 and 40 years' service, and asked that these be recognised too. NL asked that JB contact other Welsh HBs to ensure a consistent approach is taken. DE echoed the sentiments. JB to take to WPG.</p>	<p>TW / JB</p> <p>JB</p> <p>JB</p>
FINANCE, PERFORMANCE & PLANNING	
L23/23 M11 February 2023 Finance Report	
<p>L23/23.1 This item was presented by Steven Webster and he confirmed that what had been a forecasted to be a £10m deficit had been changed to a breakeven forecast due to 1) the organisation continuing to have slippage and therefore been able to spend some of the money on sustainability and performance, 2) WG not taking back money that it had initially intended to, and 3) WG providing more money for other areas.</p> <p>L23/23.2 SW referred back to a promise made by WG in 2020 that if any HB broke even for 3+ years, then all historical debts would be written off. Should BCU breakeven this year and SW confirmed that a small surplus was expected for the year, then that would be the case.</p> <p>L23/24 Budget Strategy</p> <p>L23/24.1 SW confirmed that the budget strategy for the forthcoming year was a large deficit of £134m. Because of the scale of the loss, the organisation would have to work hard to improve this throughout the financial year.</p> <p>L23/24.2. There were three components to the deficit and these were:</p> <ul style="list-style-type: none"> • The underlying financial position was a projected deficit of £196m. This was caused by the £82m support from WG, which had been received over recent years for performance and deficit support, and then and with WG's 	

agreement these had been incorporated into recurrent activities, however the money was non-recurrent. The remaining £114m deficit reflected money that had been spent from non-recurrent WG funding, coupled with inflationary pressures.

- The normal WG Funding uplift received (£22m) had been only 1.5% of core allocation which the combination of extra costs brought about by inflation and the extra care for an ageing population (£80m), left a deficit of £58m.
- In the current plan, there were to be £39m of savings (financial improvement), which was a combination of efficiency savings and curbing some of the organisation's investments. SW noted that the organisation had invested more money than it had been receiving recurrently.

L23/24.3 It was noted that the amount of money WG intends to provide to reduce the Planned Care backlog was £9m less than was provided 2022-23, which does not allow the organisation to go as far as is needed to reach the targets set by WG. This was of great concern as this would mean that some very long waiting patients would not receive treatment.

L23/24.4 The local planning process, recently signed off at the HB Leadership Team meeting, was addressing the need for local Integrated Service Plans (ISPs), which historically had not been produced and SW felt would be an invaluable link between ward and Board. Within the new structure, ISPs would be for the divisions – the IHCs, Maternity, Mental Health, Cancer and Diagnostics. Each senior leadership team was expected over the next three months, to develop its own ISP, setting out the service changes that the organisation intends to make, Workforce and Financial plans and performance improvement trajectories, to ensure there is clarity around each Division's contribution to the Corporate whole.

L23/24.5 Due to the imposition of Special Measures, the organisation had been given a deferral to the end of June for when it has to present its Corporate Plan and the ISPs would make a real contribution.

L23/24.6 CL agreed with the move towards ISPs, and felt that when there would be hard decisions to make regarding funding, clinical voices would be heard.

FOR INFORMATION

Quality & Performance Report.

The report was noted.

Board Assurance Framework

The report was noted.

Strategic Occupational Health & Safety Group – Issues of Significance

The report was noted.

ANY OTHER BUSINESS	
<p>L23/27 JH wished to thank the organisation for putting the £1 meals back on the menu in the staff canteens. She had received a great deal of very positive feedback and the staff were very appreciative of the effort made to put this in place.</p>	
<p>L23/27.1 JB to send a letter of appreciation to the member of staff responsible for actioning putting the £1 meal back in staff canteens.</p>	JB
<p>L23/28 JB provided an update on the Social Partnership Act, explaining that both he and JT had attended the Synedd recently for the final reading of the Act, to enable them to demonstrate to both the Minister and colleagues that BCU and its trade unions partners work in a unified way. It was also to recognise that the legislation was being tabled by Hannah Blythin, a North Wales AM, and it was important that being the largest employer in the region they were there to offer support.</p>	
<p>L23/29 JB wished to recognise that 2023 is the Year of the Black Worker and that it was something that the organisation wanted to sign up to and took the opportunity of introducing Ceri Harris, the new Head of Equality, Diversity and Human Rights. JB to bring an update to the next meeting</p>	JB
<p>L23/30 HS-J introduced Kirsty Thomson and Amy Harding, Awyr Las, who were there to raise awareness of how the organisation intends to celebrate the NHS's 75th birthday. She hoped that Awyr Las would play a leading role in encouraging both the wider community and staff to celebrate the NHS' achievements over the past 75 years.</p>	
<p>L23/30.1 Nationally, Park Run is getting involved, as it did for the 70th celebrations, to encouraging people to run for the NHS during the week of 5th July – the birthday week. The intention is to show solidarity and not to raise funds.</p>	
<p>L23/30.2 KT hoped that staff would be involved in the following:</p> <ul style="list-style-type: none"> • holding tea parties, fetes, etc, on wards, in departments and at community venues around the 5th July. Infection Prevention would be involved to ensure that these are all events that as many people as possible can be involved in. The theme at these events will be around the number 75 – so possibly to raise £75, to do 75 of something, run/walk 75 miles over a set period, etc. • hold baking competitions – this time not only will there be the best looking/tasting cakes but also the healthiest ones. • Encourage card competitions, in the lead up to July, across the children's wards • Funding had been identified, to fund a 75th Year Grant scheme, where staff will be able to apply for small grants. 	

<ul style="list-style-type: none"> • A National partnership across the UK with Morrison’ Stores, through our membership organisation, NHS Charities Together. It was noted that there were 13 Morrison’s stores across North Wales and most of those had suggested that volunteers would be able to go into their stores to help raise funds. <p>L23/30.3 KT was not intending to do any large scale fund raising, bearing in mind the current financial crisis, but was hoping to use the Eisteddfod in August to reinforce the messages of celebration and togetherness.</p> <p>L23/31 CH introduced herself to the meeting and explained that she was also the Chair of the All Wales NHS Equality Leadership Group, which included all the Equality managers, officers and inclusion officers across the whole of Wales. As a Group, they were applying for funding for Windrush Day and the combination of both that it is the 75th anniversary since Windrush and the Year of the Black Worker, it seemed appropriate to join forces. CH is hoping to film Windrush elders who worked in the NHS at the beginning, sharing their own stories.</p> <p>L23/31.1 CH also confirmed that in June, as part of Pride month, they were looking at holding an LGB Tea party, looking at the experiences of our LGBTQ colleagues and linking it to the 75th anniversary of the NHS.</p> <p>L23/31.2 HS-J had been involved in the NHS 50th Year celebrations and said that the winning element of those celebrations had been the personal stories regarding the NHS and felt it would be really good for her team to replicate this idea and find similar stories across North Wales.</p> <p>L23/31.3 HS-J also noted that Awyr Las had good relations with Zip World and asked if there might be opportunities for senior leaders to do something high profile with them. HS-J and KT to meet outside the meeting to discuss.</p> <p>L23/31.4 AH confirmed that there would be some sort of resource packs available to promote the 75th anniversary. Once details confirmed, AH would share with colleagues and asked that if anyone had any ideas or was already organising something, to get in touch with her.</p> <p>L23/32 DE closed the meeting, thanking everyone for their enthusiasm and ideas, and grateful for everyone’s contribution.</p>	<p>HS-J / KT</p> <p>HS-J / AH</p> <p>AH</p> <p>ALL</p>
<p>Date of Next Meeting</p> <p>Tuesday, 11.7.23, 1-4pm, Virtual via Teams.</p>	