



Local Partnership Forum

Minutes of the meeting held on 24th October 2023 at the Unison offices, Abergele and via Teams

Present	Role / representing Trade Union
Jan Tomlinson (JT)	UNISON and Trade Union Partners / Joint LPF Chair (chairing)
Carol Shillabeer (SC)	Interim CEO / Joint LPF Chair
Dyfed Edwards (DE)	Interim Chair BCUHB
Bethany Lucking (BL)	Chartered Society Physiotherapists (Teams)
Carys Norgain (CN)	Deputising for IHC Director West
Catherine Jones (CJ)	Royal College of Nursing (Teams)
Ceri Harris (CH)	Head of Equality and Human Rights (Teams)
David Lankshear (DL)	Risk And Safety Manager, Quality Directorate
Dylan Williams (DW)	Assistant Director - Health Strategy, Planning
Elin Gwynedd (EG)	Chief of Staff
Gareth Evans (GE)	Senior Organisational Development Manager
Georgina Roberts (GR)	Associate Director for Workforce – West (Teams)
Helen Stevens-Jones (HS-J)	Director of Partnerships, Communications & Engagement
Iain Wilkie (IW)	Interim Director of Mental Health
Jackie Hughes (JH)	Society of Radiographers
Jason Brannan (JB)	Deputy Director of People
Jeremy Thomas (JT)	Deputy Head Occupational Health And Wellbeing
Kay Hannigan (KH)	Associate Director for Workforce - Central
Michelle Green (MG)	Integrated Health Community Director (East)
Nia Thomas (NT)	Head of Organisational Development
Richard Tanswell (RT)	UNISON
Russell Caldicott (RC)	Interim Executive Director Of Finance
Sam Watson SW)	Deputising for Executive Director Nursing and Midwifery
Sharon Cauldwell (SC)	UNISON
Sioned Roberts (SR)	
Susan Morgan (SM)	Head of Health, Safety and Security
William Nichols (WN)	RCN Steward
In Attendance	
Fiona Lewis (FL)	Corporate Governance Officer (for minutes)
Beth Jones (BJ)	Welsh Language Training Manager
Dr Julian Macdonald (Dr JM)	Head Of Medical Physics, North Wales Medical Physics (inc EBME)
Rachel Wright (RW)	Lead, Patient Experience And Carers Service, Pan BCU
Sioned Roberts (SR)	Welsh Language Officer

Agenda item under discussion	Action by
<p>L23/47 Welcome and apologies</p> <p>L23/47.1 The Chair warmly welcomed everyone to the meeting.</p> <p>L23/47.2 Apologies were received from Angela Wood (Chris Lynes deputising), Sue Hill, Ffion Johnstone (Carys Norgain deputising), Geoffrey Armstrong, Debra Payne, Denise Roberts, Adele Gittoes, Carole Evanson, Toni Wood, David Barber & Phil Meakin.</p>	
<p>L23/48 Minutes of the previous meeting held on 7.8.23.</p> <p>L23/48.1 The minutes were approved as an accurate record of the meeting.</p>	
<p>L23/49 Summary Action Plan Update</p> <p>L23/49.1 The table of actions was updated, and the agreed actions were closed.</p>	
<p>L23/50 A Patient's Story</p> <p>L23/50.1 Rachel Wright (RW), Lead Patient Experience And Carers Service, presented 'Gareth's Story'. Gareth accessed support via the 24 hour '111 option 2' service whilst caring for his terminally ill wife. It was noted that the key aims of the service were to provide local care through a national number, improve the caller's experience and outcomes, provide early intervention for mental health issues, provide information and options for self-care and support and make seamless referrals in a timely manner.</p> <p>L23/50.2 Jackie Hughes (JH) noted that a number of her staff had been approached during the previous 6 months by people asking for help with their mental health issues and asked if it would be possible for a script to be made available for all staff who deal directly with the public, who are approached and asked for mental health support. The script would enable staff to signpost members of the public to the service. Iain Wilkie suggested he contact JH to discuss this outside of the meeting</p> <p>L23/50.3 The Chair requested trade union partners be provided with some 111 option 2 leaflets, to enable them to put the information of their social media. RW to provide.</p>	<p>JH / IW</p> <p>RW / JT</p>
CORPORATE GOVERNANCE	
<p>L23/51 Special Measures Verbal Update</p> <p>L23/51.1 Carol Shillabeer (CS), Interim CEO, provided updates regarding the 5 outcomes:</p> <ul style="list-style-type: none"> • A well-functioning Board. One key action for this outcome is the recruitment into Board positions – in particular CEO, Chair, Vice-Chair and Independent Members' (IM); and subsequent to that, the Executive Directors' roles and the constitution of the Board Committees. Many of the Committees were established and functioning, however some had yet to be established 	

until Welsh Government (WG) appointed more IMs. Audit Wales currently reviewing The Board, as a follow-up to their report published in February 2023; the follow-up review is expected to be published in January 2024.

- **A Clear Deliverable Plan.** Following on from the framework to the plan submitted to WG in June 2023, work is underway to provide what was expected to be a subsequent three year plan, likely to be an Integrated Medium Term Plan (IMTP), which will meet the legislative requirements.
- **Stronger Leadership and Engagement.** CS thanked colleagues for their participation at September's Annual General Meeting, which was the first time this interactive format had been taken into the heart of the community.
- **Public's Access to Services.** CS acknowledged the challenges to the Public's access to services and reducing waiting times.
- **Learning and Self-Improving Organisation.** Identifying situations before they become a crisis, learning both from what goes wrong and what goes right and sharing that learning across the organisation.

L23/51.2 Members of the LPF were pleased to note that staff were starting to feel the effects of the new approach to openness, transparency and honesty.

The verbal update was **noted**.

L23/52 Bilingual Skills Policy & Procedure

L23/52.1 Sioned Roberts (SR), Welsh Language Officer, and Beth Jones (BJ), Welsh Language Training Manager, discussed the revised policy, which had come up for renewal. They talked through the work taking place with Workforce and the trial being piloted with line managers, to ensure staff are aware of the support available within their working day to improve their Welsh language skills.

L23/52.2 Dyfed Edwards, The BCUHB Interim Chair, affirmed the Welsh Government's ambition to create one million welsh-speakers through the provision of services in the Welsh language and the second by providing opportunities for staff to 'move along the Welsh language continuum'.

L23/52.3 Jason Brannan (JB), Deputy Director of People, discussed the piece of work currently being undertaken by Workforce and the Welsh Language team to ensure future staff inductions will reflect the support being offered.

L23/52.4 Kay Hannigan (KH), Associate Director for Workforce, felt it was a missed opportunity that when many school leavers come into the organisation on apprenticeship schemes, managers were not taking the opportunity to provide support to encourage and embed the Welsh language into the apprenticeships.

L23/52.5 JB confirmed that Katie Sargent had recently joined the Peoples Organisational Development Team and was undertaking a piece of work looking at the on-boarding processes for new starters with the intention of improving the 'corporate welcome' to help set the tone of the organisational identity and at the same time, show the support for Welsh-speakers.

The paper was **noted**.

FINANCE, PERFORMANCE & PLANNING	
<p>L23/53 M5 August 2023 Finance Report</p> <p>L23/53.1 Russell Caldicott (RC), Interim Executive Director Of Finance, presented the report, highlighting the continuing financial constraints and work being done to combat the situation.</p> <p>L23/53.2 RC noted work still ongoing in order to reduce the deficit, primarily:</p> <ul style="list-style-type: none"> • reviewing the investments made, • continually reviewing the temporary workforce measures and use of, • continually reviewing the posts in certain categories when they come up for recruitment <p>L23/53.3 To combat workforce shortages, high agency premiums and temporary workforce premiums, RC noted that more substantive recruitment was required to fulfil the necessary posts, from within the health sector.</p> <p>L23/53.4 A discussion took place regarding capital infrastructure and RC agreed that the level of investment was too low. He noted that the organisation's revenue position is managed completely separately from its capital infrastructure, money for which is provided annually by Welsh Government. RC felt the organisation needed to fight harder to secure a larger portion of the resource into the Health Board to support the necessary infrastructure work.</p> <p>L23/53.5 A conversation took place regarding of Regional Treatment Centres and the organisation's desire to use different ways of providing services away from the three main acute sites. CS confirmed that the business case for the redevelopment of the Ablett Unit was due to come to Board in early 2024, and acknowledged the need for a more modern, more suitable building. CS noted that inflationary pressures would make the build-costs much higher and therefore in order to succeed, the Health Board intended to make a very good case to Welsh Government. CS and Helen Stevens-Jones, Director of Partnerships, Communications & Engagement, agreed to keep staff and public apprised of developments.</p> <p>The Finance report was noted.</p>	CS / HS-J
<p>L23/54 Corporate Planning Verbal Update</p> <p>L23/54.1 Dylan Williams (DW), Assistant Director - Health Strategy, Planning, provided a verbal update, focussing on four areas in particular:</p> <ul style="list-style-type: none"> • awaiting the findings of the Special Measures Planning Review • Monitoring and delivery of the Annual Plan 2023-24. • The Integrated Medium Term Plan (IMTP) for 2024-27. DW confirmed that the IHCs, Mental Health and Womens' Services were pulling together to share their plans to look at the potential for the integration of ongoing and Special Measures' targets. Collaboration and engagement ongoing. 	

- The Third Sector partnership work. Very impressed and humbled by the amount of work being carried out by partners, which reinforced the need for true partnership working.

The verbal update was **noted**.

WORKFORCE & ORGANISATIONAL DEVELOPMENT GOVERNANCE

L23/55 Workforce Report

L23/55.1 Kay Hannigan (KH), Associate Director for Workforce, introduced the report, drawing attention to:

- The level of sickness across the organisation, currently running at 5.8%, whilst the Welsh Government's target is 3.8%. This figure is down from the previous year, however it is still a significant number of staff and has a substantial impact upon the financial side of the organisation – taking into account sick pay and cover for unavailable staff. The average length of absence for staff is now 27 days. Currently 28% of staff are on sick leave due to stress, anxiety and mental health issues.
- Workforce Engagement. KH noted the recent Staff Awards were very well received and work ongoing with Awyr Las.
- Job Evaluation. A great deal of work ongoing to reduce the high number outstanding.
- Due to the current 25% Gender Pay Gap differential, a Gender Pay Gap Task & Finish Group was being set up to address this.

L23/55.2 A discussion ensued regarding the Case Management Team and when it was anticipated to be up and running. It was noted that system purchased to address this issue had 'teething troubles' and work was ongoing to resolve the problems, however it was expected to be working in Q4 2024.

L23/55.3. It was noted that the limited number of trained matchers was affecting the nursing KPIs for the Nursing Job Evaluation.

L23/55.4 Members noted that the quality of Job Descriptions (JDs) being sent for evaluation was poor – spelling errors, inaccuracies and incorrect information contained within. They felt that too much time was being wasted correcting or returning JDs and that that Management required appropriate training to alleviate this. Jason Brannan (JB) The Deputy Director of People, agreed however advised that a piece of work was already underway looking at other ways to reduce the backlog. JB to keep Members advised.

JB

The Workforce report was **noted**.

L23/56 Culture & Leadership

L23/56.1 Jason Brannan (JB), Deputy Director of People, presented his report.

L23/56.2 The paper identified a number of key points that the organisational development teams had been reassessing and redefining – the organisation's values,

<p>culture, management and leadership training. The team had been developing a range of touch-point programmes to link recruitment with on-boarding, to provide a more managed process.</p> <p>L23/56.3 JB noted that where there is a high level of staff engagement, better advocacy and improved engagement, this lead to better patient care and staff attendance.</p> <p>L23/55.4 The paper outlined the Board's commitment to looking at a different approach to leadership, a different type of organisational culture and a different way to engage with people; and to that end a structured programme is being developed to make this happen.</p> <p>L23/55.5 Members were advised that there is to be a Leadership conference on 14th December, to which Michael West, the well-respected promoter of compassionate leadership, has been invited. JB felt that this would provide the opportunity to clearly indicate to leaders and managers that the organisation is changing.</p> <p>The paper was noted.</p>	
<p>L23/57 Codi Llais Yn Ddiogel / Speak Out Safely Update Report</p> <p>L23/57.1 Gareth Evans (GE), Senior Organisational Development Manager, presented the report and shared the link to the National Speak out Safely framework, published by Welsh Government to set the direction for all Health Boards in Wales.</p> <p>L23/57.2 GE noted that -</p> <ul style="list-style-type: none"> • interviews were taking place for three Speak out Safely guardians • a piece of work was underway to ensure the Health Board's intranet pages and resources are fully aligned with Speak out Safely • the role of the guardians going forward was being reassessed – with possibly rebranding the guardians as 'Speaking up' guardians. • 147 concerns raised over since the scheme started, with 6 open cases – 3 regarding bullying and harassment, 2 regarding patient safety and 1 other unidentified. • Concerns responded to within 24 hours of going live on the system and it took an average of 14 days to resolve a situation. • Satisfaction figures regarding resolution of concerns stood at 4.6 out of 5 (92%). <p>The report was noted.</p>	
<p>L23/58 Health & Wellbeing Annual Report</p> <p>L23/58.1 Jeremy Thomas (JT), Deputy Head of Occupational Health & Wellbeing, presented the report, acknowledging the team's support in the work undertaken. JT highlighted several areas in the report including:</p>	

<ul style="list-style-type: none"> • The team was analysing data from the Staff Wellbeing Survey • JT acknowledged that his service was experiencing significant challenges, for example increasing waiting times for both sickness absence support consultations, occupational health physician appointments and a high number of claims for ill-health retirement. • JT acknowledged the challenges that will come when 5 members of the department leave before the end of November. The 5 staff due to leave include one band 3 support advisor, one band 5 who operated the immunisation and clearance to work clinics, and two Band 6 specialist practitioners. • JT highlighted his concerns regarding the additional challenges for staff, brought about by the implementation of the new IT platform being rolled out across the whole of Wales simultaneously. <p>L23/58.2 Jason Brannan, Deputy Director of People, assured Members that external resources remain contracted to bolster support for staff referrals which in-house services are unable to support.</p> <p>The report was noted.</p>	
SUBJECTS RAISED BY TRADE UNIONS	
<p>L23/59 Issues raised for discussion by Trade Union Partners</p> <p>L23/59.1 A discussion took place regarding difficulties faced by staff with limited mobility issues, when wishing to attend covid vaccinations at venues where restricted public transport available. Jason Brannan, Deputy Head of People, and Jeremy Thomas (JT), Deputy Head of Health and Wellbeing, to discuss practicalities of access to venues, outside of meeting.</p>	JB / JT
FOR INFORMATION	
<p>L23/60 Quality & Performance Report</p> <p>The report was noted.</p>	
<p>L23/61 Welsh Partnership Forum Minutes</p> <p>The report was noted.</p>	
<p>L23/62 Strategic Occupational Health & Safety Group (Issues of Significance)</p> <p>The report was noted.</p>	
<p>L23/63 Radon Monitoring Report 2022-23</p> <p>The report was noted.</p>	
<p>L23/64 Quarterly Health & Safety Report</p> <p>Report was unavailable for the agenda, a copy to be forwarded to Members.</p>	
<p>L23/65 Any other business</p> <p>There were no issues.</p>	

<p>L23/66 Date of next meeting</p> <p>DATE OF NEXT MEETING - 1 pm, Tuesday, 16th January 2024 1-4 pm</p>	
--	--