



Local Partnership Forum

**Confirmed Minutes of the meeting held on 10th September 2024
At Brenig Room, Conwy Business Park, Conwy.**

Present	Role / representing Trade Union
Carol Shillabeer (SC)	Chief Executive / Joint LPF Chair (Chairing)
Richard Tanswell (RT)	UNISON (Teams)
Stuart Whittaker (SW)	Unite
Martin Piggott (MP)	Unite
Michelle Parsonage (MP)	Unite
Jackie Hughes (JH)	Society of Radiographers
William Nichols (WN)	Independent Member, RCN Steward,
Georgina Roberts (GR)	Associate Director for Workforce – West (Teams) deputising for Jason Brannan
Helen Roberts (HR)	Governance & Compliance Manager (Teams)
Helen Stevens-Jones (HS-J)	Director Of Partnerships, Communications And Engagement
Debbie Payne (DP)	British Dietetics Association
Russell Caldicott (RC)	Interim Executive Director of Finance (Teams)
Stacey Roberts (SR)	Unison Branch Officer (Teams)
In Attendance	
Rebecca Testa (RT)	Head of Organisational Development (Teams)
Michelle Greene (MG)	Integrated Health Community Director (East) (Teams)
Paolo Tardivel (PT)	Director of Transformation and Improvement
Rachel Wright (RW)	Lead Patient Experience And Carers Service
Nia Jones (NJ)	Deputising for IHC Director West (Teams)
Sam Watson (SW)	Improvement And Business Manager, Office Of The Exec Nurse Director (Teams)
Eleri Roberts (ER)	Deputising for Ffion Johnstone, IHC Director, West
Stephen Doore (SD)	Equalities and Inclusion Manager (Teams)
David Maslen-Jones (DMJ)	Asst.Dir. Occupational Health, Safety And Security (Teams)
Fiona Lewis (FL)	Corporate Business Officer
Nia Thomas (NT)	Head Of Organisational Development

PRELIMINARY MATTERS	Action by
<p>L24/14 Welcome and apologies</p> <p>L24/14.1 The Chair warmly welcomed everyone to the meeting.</p> <p>L24/14.2 Apologies were received from Jan Tomlinson, Jason Brannan (Georgina Roberts to deputise), Dyfed Edwards, Angela Wood (Sam Watson to deputise), Imran Devji, Ffion Johnstone (Eleri Roberts to deputise), Ian Donnelly, Toni Wood, Ceri Harris, Teresa Owen, Alison Tardivel, Andrea Hughes, Denise Roberts, Jane Moore,</p>	

<p>Kay Hannigan, Susan Williams, Catherine Jones, David Barber, Nick Such, Gareth Evans, Alison Kemp, Geoffrey Armstrong and Peter McLaughlin.</p>	
<p>L24/15 Minutes of the previous meeting held on 26.02.24.</p> <p>L24/15.1 The minutes were approved as an accurate record of the meeting.</p> <p>L24/15.2 Chair noted she was keen to talk with Jan Tomlinson regarding the Forum’s effectiveness, its Terms of Reference and Cycle of Business</p>	<p>CS / JT</p>
<p>L24/16 Summary Action Plan Update</p> <p>L24/16.1 It was noted that work was required to close some older actions and if required, put them onto the Forward Work Plan. Georgina Roberts, Jan Tomlinson and Billy Nichols to liaise outside of meeting.</p> <p>L24/16.2 All updates added to the Summary action Plan</p>	<p>GR / JT / WN</p>
<p>L24/17 A Patient’s Story</p> <p>L24/17.1 Rachel Wright, Lead Patient Experience and Carers Service, shared a Patient Story. This was the story of Robyn, who had contacted the Patient Liaison Service, to share her experience when accessing the Trans Voice Service offered by the Health Board. Her journey started back in 2019 and Robyn described her difficult first two years, whilst she waited to access the Welsh Gender Service, but then noted positive comments once she started to access the service.</p> <p>L24/17.2 The key messages from Robyn’s experience were that since accessing the service, she had improved positivity and confidence and secondly, that there were many ways to access support through the service.</p> <p>L24/17.2 It was noted that a specialist Speech and Language Team had been set up in 2023 to support the Trans and Gender Diverse Service. This is available pan-BCU, three days per week, equating to one day a week for each Integrated Health Community.</p> <p>L24/17.3 It was noted that whilst patients wait to be seen, they are provided with numerous resources, such as patient information leaflets, a vocal hygiene webinar, baseline measurements, goal settings and also that they are also placed on a therapy waiting list. Therapy is offered on a 1:1 basis, as well as by group sessions.</p> <p>L24/17.4 RW reported that outcome measures for the service had been very positive, with reduced waiting times and increased clinical times for patients, that access to virtual clinics linked into the Corporate priority and that the Communications teams were doing a great deal of work on social media encouraging feedback.</p> <p>The Patient’s Story was noted.</p> <p><i>[Rachel Wright left the meeting]</i></p>	

<ul style="list-style-type: none"> • The four major change programmes continue apace – Planned Care, Urgent Emergency Care, Strategy and Operating Model. <p>L24/18.3 The Chair noted that in the past there had been an Independent Review into Human Resources, which incorporated Workforce planning, equality, staff well-being, etc, and asked that it be revisited and examined on a future agenda. GR and PT to investigate.</p> <p>L24/18.4 PT noted that challenged services might come out of Special Measures at different times, with every effort being made to make the improvements sustainable and embedded. It was noted that both Vascular Services and the Emergency Department at Ysbyty Glan Clwyd had recently been de-escalated by Health Care Inspectorate Wales.</p> <p>L24/18.5 It was noted that the Special Measures work continues to be part of the IMTP/Annual Plan and that the IMTP should be added to November’s agenda.</p> <p>The Update on Special Measures report was noted.</p>	<p>GR / PT</p>
<p>L24/19 Finance Report</p> <p>L24/19.1 Russell Caldicott, Interim Executive Director of Finance, presented his Month 4 report.</p> <p>L24/19.2 RC noted that if the organisation stayed within budget, as set out in the 2024/25 Financial Plan, this required the organisation to continue to focus on attaining savings and ensuring that it spends every penny wisely. RC noted that despite the figures being large, the size of the challenge was to spend 1% less over the coming year; this would in turn would enable the Organisation to access the £82m transformation incentive, guaranteed by Welsh Government (WG).</p> <p>L24/19.3 It was noted that the Health Board had performed well against the ask of making savings of £48m, as set out in the savings plan, securing £34.4m YTD, however pressures continued in certain areas, such as CHC and out of area care packages and the premium costs of interim and agency staff.</p> <p>L24/19. RC assured Members that he had received confirmation from WG that whatever was agreed in the soon to be announced pay award, WG had agreed to provide an additional allocation to support this, however there was a risk that the allocation would not support the total pay award.</p> <p>L24/19.5 A discussion took place surrounding ongoing concerns around recruitment and retention and the pressures this puts on the Organisation. RC confirmed that work was ongoing, aimed at providing a substantive workforce model, noting that the Organisation had to continue to have good financial control of resources and maximise technology.</p> <p>The Finance Report was noted.</p>	
<p>L24/20 Corporate Planning Update</p>	

<p>L24/20.1 Paolo Tardivel, Director of Transformation and Improvement, presented his report and provided members with a presentation regarding key planning areas including the Annual Delivery Plan (ADP) for Q1, Corporate Planning Review and Annual Planning Cycle arrangements. The report also contained updates on the Health Board’s intentions for Strategy development and Well-being objectives.</p> <p>L24/20.2 Regarding the ADP for Q1, it was noted that more work was required to improve the percentage delivery rates. Regarding the Corporate Planning Review progress, it was noted that there had been 8 areas to be delivered on, 6 of which were complete and 2 on course for completion within Q2.</p> <p>L24/20.3 PT noted that the five strategic objectives which had evolved from Special Measures Outcome areas, had provided the basis of the 3 year Annual Plan and proved extremely useful in providing clarity of the Organisation’s objectives.</p> <p>L24/20.4 Chair noted that it was extremely important for trade union partners to be involved in planning, and asked for PT to be available for an in-depth discussion in November’s meeting, when Members will be able to discuss and help shape the Organisation’s priorities. CS to speak with Jan Tomlinson and Billy Nichols; Fiona Lewis to ensure the Annual Plan is added to the next agenda.</p> <p>L24/20.5 A discussion took place concerning certain Members who felt that Corporate strategies contained within the Annual Plan were rarely, if ever, referred to when creating their own departmental strategies, despite the Annual Plan being shared with them. PT confirmed that theyhis team was already aware of the situation and one objective for the forthcoming year was to work out the best ways of cascading information, to overcome this problem. Helen Stevens-Jones, Director of Partnerships, Communications and Engagement, agreed to revisit this subject with a presentation on how best to tackle this to ensure that only relevant information is cascaded; also to look at percentage of staff that have team meetings and 1:1s. FL to add to Forward Plan for February 2025.</p> <p>The Corporate Planning Update report was noted.</p>	<p>CS / JT / WN FL</p> <p>HS-J FL</p>
<p>L24/21 Culture Change Programme, Values and Behaviour</p> <p>L24/21.1 Nia Thomas, Head of Organisational Development, provided a presentation in which she described the framework for how the Organisation is refreshing its values to ensure compassionate and inclusive cultures, and what work needs to be done to underpin that.</p> <p>L24/21.2 NT confirmed that The NHS Cultural Leadership Programme was evidence-based and had been used extensively in England, with very positive results. The Programme has helped NHS organisations develop cultures that enable and sustain continuously improving, safe, high quality, compassionate and inclusive care and aims to strengthen middle-management and team leadership.</p> <p>L24/21.3 It was noted that the Organisation was in the Scoping and Discovery phase, establishing what its values and behaviours should be, ensuring this is done correctly and being embedded at all levels.</p>	

<p>L24/21.4 Members were provided with the first draft of the Values and Behaviour Framework, which listed expectations regarding Organisational values and behaviours, behaviours expected of staff, of manager and finally behaviours that are unwanted in the Organisation.</p> <p>L24/21.5 Members were shown the mechanism for how staff could provide feedback by noting whether they felt the Framework was clear and relevant, if there was anything missing from the Framework and how its values and behaviours could be used within their teams. NT shared that the overwhelming feedback received was positive.</p> <p>L24/21.6 Members thanked NT and her team for carrying out this very important work and made the following points:</p> <ul style="list-style-type: none"> • once complete, the PADR should be updated and refreshed to embed this. • once complete, this should become an integral part of the recruitment process. • that the Learning side of the Organisation should feature more prominently in the Framework <p>To be added to the Forward Planner for February 2025</p> <p>The Culture Change Programme, Values and Behaviour report was noted.</p> <p><i>[Michelle Green and Julia Clayton left the meeting]</i></p>	<p>NT / FL</p>
<p>L24/22 Update on Operating Model (OM) Review</p> <p>L24/22.1 Georgina Roberts, Senior Associate Director, People Services, presented her update to the Members, noting the 5 elements being taken into account, as listed in her report. This information was being collated into the Discover phase report, which was being finalised and expected to be released towards the end of the year, following which, the Design phase would begin.</p> <p>L24/22.2 It was noted that the name ‘Operating Model’ would most likely be changed due to colleagues mistakenly assuming that it referred only to structures, when in fact it incorporated culture work, processes, Governance and how information is shared. A discussion ensued regarding Members feeling that valuable insight was being missed through a lack of staff engagement, as many colleagues believed the OM applied to management structures and not to them.</p> <p>L24/22.3 Trade Union Members were asked to discuss with colleagues what they felt might be the best way to engage staff in the upcoming Design phase.</p> <p>The Update on Operating Model Review Report was noted.</p> <p><i>[Paolo Tardivel left the meeting]</i></p>	<p>JT / WN</p>
<p>L24/23 NHS Wales Protocol for Recognising Continuous Service</p>	

<p>L24/23.1 Georgina Roberts, Senior Associate Director, People Services, presented the Protocol which comes into effect on 1st October 2024, and had been developed on a tripartite basis between the Trade Unions, public service employers and WG. The Protocol enables people to move within the Welsh public service and still have their annual leave recognised in terms of continuous service. It was noted that this already takes place within the Organisation informally, however the Protocol puts it into a formal structure. T</p> <p>L24/23.2 Members were pleased to welcome this Protocol and were appreciative of the formalisation of the process, in particular with regards to the effect on colleagues' pensions.</p> <p>The NHS Wales Protocol for Recognising Continuous Service report was noted.</p>	
<p>L24/24 Issues for discussion, raised by Trade Union Partners</p> <p>L24/24.1 Martin Piggott (Unite) brought to the attention of the Forum the case of a Health Care Support Worker, who was advised that there was only overtime available, if this was arranged through Bank. Georgina Roberts to discuss outside the meeting.</p> <p>L24/24.2 It was brought to the attention of the Forum that BCUHB pays mileage claims at 35p per mile rather than the 45p/mile, as recognised by HMRC. Georgina Roberts and Russell Caldicott to discuss outside the meeting</p> <p>L24/24.3 A request was put forward that asked for the Expenses Policy to be more easily accessible on the intranet – possibly to be placed within the Workforce Policy section? GR to investigate.</p> <p>L24/24.4 Chair thanked the Trade Union for bringing these items to the Forum's attention.</p>	<p>MP / GR</p> <p>GR / RC</p> <p>GR</p>
<p>FOR ASSURANCE</p>	
<p>L24/25 Workforce Report</p> <p>L24/25.1 Georgina Roberts, Senior Associate Director, People Services, presented the report, in which she highlighted the following:</p> <ul style="list-style-type: none"> • in terms of Attendance Management, the in-month figure for sickness had risen to 5.76% from 5.13%, however the rolling figure had slightly reduced from 6.5% to 5.9%. • it was noted that the percentage of younger colleagues getting ill was increasing, with possibly more complex issues. • average length of sickness was 12 days. • anxiety, stress, depression and other psychiatric illnesses remained the highest cause for absence at 30%. • With regards to case management, they were in the trial phase of testing the Case Management Tracking System, which is currently being run alongside ESR. Once up and running, this system will provide greater detailed case analyses. 	

<ul style="list-style-type: none"> that there had been a reduction in disciplinary cases from 60 (in the previous report) to 34. <p>L24/25.2 With regards to the Workforce Partnership Group (WPG), it was noted that more encouragement was required to get management to offer their support to the WPG. GR and CS to discuss outside the meeting.</p> <p>The Workforce report was noted.</p> <p><i>[Rebecca Testa left the meeting]</i></p>	<p>GR / CS</p>
<p>L24/26 Equality Team Update</p> <p>L24/26.1 Stephen Doore, Equalities and Inclusion Manager, provided his update, highlighting the following:</p> <ul style="list-style-type: none"> On 28th March 2024, the Health Board published its new Strategic Equality Plan, which included 5 objectives and 27 priority areas, all of which were being worked on. SD noted that the new Plan incorporated the old Integrated Plan, LGBTQ+ Action Plan and Code of Practice for all System Services. Recently received feedback from Wales Equality Standards raised concern in two areas listed below, resulting in pieces of work to identify the reasoning behind the findings. <ul style="list-style-type: none"> the organisation had an unusually high percentage of black and ethnic minorities staff going through capability procedures the Organisation had a high number of staff who have not declared their ethnicity on ESR. Neuro-Divergence Awareness Training had been accessed by 214 people. The recent roll-out of Active Bystander Training had enabled 304 people to access the training, with very positive feedback received. A fourth staff network had recently been launched – The Neuro Divergence Staff Network – which already had 100+ active members. The Equality Team was developing an Outcomes Framework, which will provide evidence that their work is having an impact on patients, public and staff. <p>L24/26.2 SD referred to the Annual Gender Pay Gap Report, recognising that there were still issues around gender pay, but noting that within the report there were 9 recommendations, all of which had been put into a Strategic Equality Plan and receiving the appropriate monitoring.</p> <p>L24/26.3 Chair thanked SD for his report, which she acknowledged raised some very difficult questions that required addressing.</p> <p>The Equality Team Update was noted.</p>	
<p>L24/27 Strategic Occupational Health and Safety Group (Issues of Significance).</p> <p>L24/27.1 Carol Shillabeer, Chief Executive, presented the report, in which she noted the following:</p>	

<ul style="list-style-type: none"> • both a draft Annual Report and Policy were due to go to Board in September. • Lynne Bushell had very recently joined the organisation as Head of Health, Safety and Security. • Five items were considered at the SOHS meeting on 9.9.24, which included: <ul style="list-style-type: none"> ○ a Fire Audit (currently being reviewed by Internal Audit) ○ Occupational Health ○ Doctor vacancy ○ Counselling – two issues in particular – 1) looking at reducing the number of days taken to access service and 2) the Silver Cloud service ○ Manual Handling - the redistribution of resources to support that priority. <p>L24/27.2 David Maslen-Jones, Assistant Director of Occupational Health, Safety and Security, notified Members that the All-Wales procurement of a new software system to be used by the Occupational Health Service, had not progressed as planned, leaving the service unable to access certain information. This had resulted in the Organisation joining a UK-wide forum for other similarly affected NHS Health Boards and Trusts, which it was hoped would provide a solution within the coming few weeks.</p> <p>L24/27.3 Members requested an amendment be made to the report’s 2nd attachment, titled ‘Datix Incidents’, where the report referred to ‘Comm’, it be made clearer as to what this abbreviation refers. DM-J agreed to amend report.</p> <p>The Strategic Occupational Health and Safety Group (Issues of Significance) report was noted.</p>	<p>DM-J</p>
<p>CLOSING BUSINESS</p>	
<p>L24/28 Agree items for Referral to Board / Other Committees</p> <p>L24/28.1 It was agreed that CS discuss the ToR and CoB with Pam Wenger, to ensure that future agendas could include fewer items, with more detail, which would enable more in-depth discussions; also to look at suitability of Closing Business items – Review Risks highlighted in meeting, for referral to Risk Mngt Group .</p>	<p>CS</p>
<p>L24/29 Review Risks Highlighted in the meeting, for referral to Risk Management Group.</p> <p>L24/29.1 To discuss with Pam Wenger removing this item from future agendas, as Risk Management Framework now reviews risks and to ensure it is removed from future agendas.</p>	<p>FL</p>
<p>L24/30 Agree Items for Chair’s Assurance Report</p> <p>L24/30.1 To provide an overview of key items discussed, reflecting the feeling that the Terms of Reference might require a refresh to enable the LPF to move forward in a more pro-active manner.</p>	
<p>L24/31 Review of Meeting’s Effectiveness</p>	

