



Local Partnership Forum

Minutes of the meeting held on 25th August 2025

Present	Role / representing Trade Union
Carol Shillabeer (CS)	Joint LPF Chair (Chairing)
Jan Tomlinson (JT)	Joint LPF Chair / UNISON
George Roberts (GR)	Lead Executive, Interim Executive Director of Workforce & OD
Lynne Bushell (LB)	Head of Health, Safety and Security
Sharon Cawdell (SC)	UNISON
Gillian Cooper (GC)	Talent Management Senior Practitioner
Sharon Eyre (SE)	Senior Nurse Informatics - ePMA
Alison Griffiths (AG)	Director Of Nursing
Ceri Harris (CH)	Head Of Equality and Human Rights
Anthony Hughes (AH)	Risk Assurance Manager
Ffion Johnstone (FJ)	Programme Director - Foundations for the Future
Michelle Jones (MJ)	Finance (deputising for Executive Finance Director)
David Maslen-Jones (DM-J)	Assistant Director Of Occupational Health, Safety And Security
Katie Sargent (KS)	Assistant Director of Communications and Engagement
Rebecca Testa (RT)	Head of Organisational Development
Pam Wenger (PW)	Director of Corporate Governance
Steve William (SteveW)	WAST
Susan Williams (SueW)	CAMHS Practitioner
Fiona Lewis (FL)	Corporate Business Officer, Minute taker

PRELIMINARY MATTERS

L25/38 Welcome and apologies

The Chair warmly welcomed everyone to the meeting, noting apologies from Russell Caldicott (Michelle Jones to deputise), Dyfed Edwards, Vic Peach, Jackie Hughes, Gareth Evans (Workforce), Helen Stevens-Jones, Debi Payne, Billy Nichols and Rebecca Gigg.

A discussion took place regarding the format and locations for future meetings. The following options were discussed:

- possibility of making alternate meetings attendance-only, and not allowing any virtual attendance
- sharing venues between West, East and Central
- when in-person meetings take place, use for focus sessions.

Action:

- **L25/38.1 George Roberts and Jan Tomlinson** to discuss possible meeting formats.

L25/39 Declarations of Interest

There were none.

L25/40 Minutes of the previous meeting, held 6 May 2025.

The minutes were approved as an accurate record of the meeting, except for two amendments.

- **The Salary Sacrifice Scheme (SSS).** The current scheme is subject to HMRC regulations through the Minimum Wage legislation and was causing issues for some staff. Several staff had received rejections from NWSSP without any explanation. Jason Brannan assured Members that NWSSP had already identified this and were dealing with it as a matter of urgency, noting that this was having a high impact on affected employees. NWSSP were developing a programme to allow staff to input their information and receive clarification of what they would be able to purchase. All people affected by this situation had been contacted directly and supported and a new communication was due to be released imminently.
- Cath Jones should be noted as RCN (not NMC) and note her as Interim Staff Side Secretary and not Deputy Chair Staff Side.

Action:

- **L25/40.1 FL** to amend minutes accordingly.

L25/41 Matters Arising and Action Log Updates

All actions to close agreed and updates were added to the Summary Action Plan

LEAD ITEMS**L25/42 A Staff Story – Improving Welsh Language Provision in Service Delivery**

This story was presented by Katie Sargent and came from Lucy Handy, a Speech and Language Therapist, who had worked in England but came to work at Ysbyty Penrhos Stanley in Holyhead. When Lucy took up her post, she was unable to speak Welsh and decided to make a concerted effort to immerse herself in the Welsh culture and language. She had found this to be beneficial both personally and at work, where she works with pre-school children, their families and carers. Lucy was also a finalist for a Staff Achievements Award, due to take place at the end of September.

Lucy highlighted:

- She would like staff to be encouraged to 'have a go' and not be embarrassed for trying to speak Welsh. She believed that people scared to try to speak Welsh, due to a lack of confidence
- the themes around the use of the Welsh Language across the Health Board and considered what action might be taken to learn from and emulate what Lucy and her team are doing

- Many staff contact the Welsh Language Team regarding the cost of courses cost, therefore there is a need to raise awareness amongst all staff that Welsh language training is provided by the Health Board for free.
- She believed that departments could easily utilise her team's approach in providing a bilingual service and should be encouraged to recognise the importance of linguistic diversity when providing comprehensive patient care.
- The Work Welsh Scheme: BCUHB SALT Team Project
- The visibility for staff who are Welsh speakers and learners
- The need for staff to identify Welsh-speaking patients and learn basic phrases
- The need to monitor the Workforce's Welsh language skills and celebrate the achievements of learners

Members:

noted the themes raised in this story around the use of the Welsh Language across the Health Board and considered what action might be taken to learn from and emulate what Lucy and her team are doing.

L25/43 Risk Management - Risk Appetite Presentation

Pam Wenger introduced Anthony Hughes, who provided a Risk Management presentation, highlighting the following:

- The strengthened approach to risk structure in BCUHB and the drive for improvement of Risk Management, which included
 - The robust Risk framework, which included annual reviews of the risk appetite
 - the procedures and guides for operational risk management
 - training
 - Risk Betsinet pages and Teams risk channel
 - Dashboards, which have enabled tracking and driving improvements.
 - Structure for escalation
 - Annual Internal Audits, which have showed an improvement and provided external assurance on processes
 - The development of risk maturity audits across departments, monitored by the Risk Management Group
 - The annual setting of risk appetite is now business as usual, with committees monitoring risks above tolerance
- The ongoing work around the 26 Corporate Risks on the Corporate Risk Register
- Overdue risks reduced from 34% to 14%
- Improvement to risk scrutiny, with all staff going through at least one form of risk management training.

Pam Wenger noted that Risk Management was in a far healthier position however still required more embedding.

Members:

Noted the Risk Management presentation.

L25/44 2024 NHS Staff Survey Results

Katie Sargent presented her update on the organisational response to findings from the 2024 Staff Survey, and detailed the local priorities and actions being taken following the staff survey. She noted the following:

- 17.4% of the workforce completed the survey, a reduction by three percentage points from the 2023 survey. The Wales average was 21.9%.
- Across the Health Board, seven of the ten themes improved since 2023.
- Detailed the preparations for the 2025 Survey
- The expectation for ownership and accountability for acting on survey findings was clearly communicated by the Chief Executive, when she wrote to all IHC, Divisional and Corporate Directors.
- That this was the first year that the Organisation had been able review the data down to team, department and sub-divisional level through various heatmaps
- Key themes highlighted by the staff survey were:
 - Morale
 - Development
 - Staff recognition
 - Communication
 - patient safety
 - Our values
 - Flexible working
 - Teamwork
 - Inclusion
- The BCUHB Action Plan, which was due to be agreed by the Executive Committee, was developed through a comprehensive review of local action plans submitted by divisions and IHCs across the Organisation.
- Ways of increasing participation, with Directors and managers being held formally accountable for achieving a minimum participation rate of 23% within their respective areas of responsibility.
- Local improvement targets will be introduced for IHCs, Divisions and Corporate Directorates over the next two years.
- Insights from previous surveys to encourage participation, including:
 - Enhancing confidentiality and anonymity
 - Continuous engagement, with 'You said, we did' section
 - Focused thematic responses
 - Local ownership and support
- Looking at introducing 'pulse' surveys, which would provide a snapshot local approach for Culture Dashboard
- KS noted that staff issues concerning the staff survey were they felt it took too long to complete and that the time taken would be wasted if nothing was ever done to action recommendations.

Following the presentation, the Forum discussed the need for:

- clearer directions for employee engagement
- clearer strategic direction, noting points along the way of the journey
- consistent Health Board objectives
- the ambition to get more people to share their views

Members:

- **Considered** the areas of local focus detailed in the report, and

- **Considered** how it can support securing local ownership for responding to the upcoming 2025 survey and showing support to ensure teams are sighted on the local Corporate actions in response to the findings.

L25/45 People Services and Organisational Development Directorate Overview Report

Carol Shillabeer welcomed George Roberts as the new Interim Executive Director of People and Organisational Development. GR provided her update, during which she highlighted the following:

- The Workforce Partnership Group. Jan Tomlinson and Kay Hannigan noted how well Management and the Trade Unions worked together. Carol Shillabeer to contact Dyfed Edwards regarding letting the Welsh Minister to let them know how successfully the WPG works.
- Attendance Management which involved reinforcing the message around compassionate leadership
- the need to ensure there was appropriate release time for Trade Union colleagues to attend meetings
- Organisational Change, including the need for continued staff engagement
- Employment Case Management, including the effects of a lengthy employment tribunal process on staff. A task and finish group had been established to consider actions that can be taken to prevent avoidable harm.
- Ongoing review of Workforce Policies
- Job Evaluation Performance Update, including challenges affecting performance against KPIs
- The formation of the PADR Group, from across the Organisation, to ensure appropriate career development support and guidance is provided to staff.
- Trac Sample Audit Findings
- Culture and Leadership Programme Update
- Values and Behaviours Framework
- Recruitment of Culture Change Leaders
- Employee Engagement including the Staff Survey and the Staff Achievement, Seren Betsi and Long Service awards
- Update for the Strategic Equality Objectives and Action Plan 2024-2028
- Staff Health and Wellbeing update

Action:

- **L25/45.1 Carol Shillabeer** to contact Dyfed Edwards regarding letting the Welsh Minister know how successfully BCU's WPG works.

Members:

- **Noted** the update on People Services and Organisational Development Directorate Overview Report

L25/46 Strategic Occupational Health and Safety (SOHS) Report

Lynne Bushell presented her report, highlighting the following:

- The transition to NHS Employer Health and Safety Standards
- Health and Safety (H&S) Self-Assessment approach, checklist, results/findings

- Gradual but significant improvements in Fire Safety and Manual Handling (MH) training compliance across workers – permanent, fixed temporary, bank, locum and honorary
- An overview of Health, Safety and Security Strategic Plan, which included:
 - building a sustainable team
 - undertaking a comprehensive gap analysis to inform a clear improvement plan approach
 - revision of the SOHS Group, to ensure it is fit for purpose, as required by statute
 - Undertake a comprehensive review of key H&S policies
 - To integrate H&S within Environment and Estates Directorate with embedded reporting lines
- Findings and recommendations following the Health and Safety Audit (May 2024)

Members:

- **Noted** the Strategic Occupational Health and Safety Report.

ROUTINE REPORTING**L25/47 Items from Trade Union Partners / Escalations**

L25/47.1 Concern was raised regarding Radiology recruitment. The process is too complex and taking 3 months to complete. Not fit for purpose. It was agreed that a deep dive should take place into the ECR process.

Action:

L25/47.1.1 George Roberts to link with Jackie Hughes regarding difficulties the Radiology Department finding with ECR process, and to organise a deep dive into streamlining the ECR process.

L25/48 Foundations for the Future – Verbal Update

George Roberts and Ffion Johnstone provided a verbal update on the Foundations for the Future programme:

- Now at the design stage.
- Described the five key pillars – strategy, structures, process, culture and People
- Focussing on:
 - treating patients as close to home as possible
 - prevention
 - understanding the strategic direction of the Health Board and to streamline processes

Members:

- **Noted** the verbal update on Foundations for the Future

L25/49 M03 Finance Report

Michelle Jones, deputising for the Executive Director of Finance, presented the M3 Finance report, noting a previous request for a less detailed presentation. The key headlines were:

- Current challenges facing NHS Wales
- More money available however more areas to be spent on
- Reporting a deficit of £7.8m as at 30.06.25, with an in-month deficit for June at £1.6m, an improvement of £0.8m from previous month, however £0.2m more than forecasted
- National Insurance funding confirmed on a non recurrent basis by WG is £18.7m which will present a shortfall of £4.2m (18.3% of costs). The Health Board is in dialogue with Welsh Government over the methodology deployed. Actions to mitigate costs taking place.
- The Health Board's financial plan required a savings target of £40m to be delivered in 2025/26. As at M3 yet to identify substantial savings target
- BCU performing well in relation to other Health Boards.

Members:

- **Received** and scrutinised the Finance Report

L25/50 Planning Update Report

Dylan Williams shared the Organisations areas of development, the breadth of work with key areas:

- The Health Planning Strategy. The Health Board's 2025/28 IMTP had not been accepted as balanced by Welsh Government and was being reviewed
- Challenged Services identified through Special Measures – Urology, Vascular, Ophthalmology, Dermatology, Orthopaedics, Orthodontics, Oncology and Plastics – and the targeted improvements taking place
- Service Changes – Tywyn and Penley Community hospitals
- Corporate Planning. Productivity challenges noted as workforce had increased by 2000, however fewer patients being seen.
- Special Measures Key Programmes and Major Changes Programmes.
- The need for the LPF to be part of the planning process

FOR INFORMATION

L25/51 Minutes of the People and Culture Meeting, held on 10.4.25

The Minutes of the People and Culture Meeting, held on 10.4.25, were **noted**.

L25/52 Quality and Performance Reports to Board – May and July 2025

The Quality and Performance reports to Board, May and July 2025, were **noted**.

L25/53 Chief Executive's Report to Board

The Chief Executive's Report to Board was **noted**.

CLOSING BUSINESS

L25/54 Review of Meeting's Effectiveness

It was felt that the meeting was hampered by its hybrid nature, and that a review was necessary as to the effectiveness of hybrid meetings. The possibility of whether alternate meetings could be face to face only. Carol Shillabeer, Jan Tomlinson and George Roberts to discuss formats for future meetings.

Action:

L25/54.1 Carol Shillabeer, Jan Tomlinson and George Roberts to discuss formats for future meetings.

Date of next meeting

1.00pm, Tuesday, 4th November 2025

Future meetings:

3rd February 2026

[Meeting closed at 16.00hrs]