



Local Partnership Forum

Minutes of the meeting held on 6 May 2025

Present	Role / representing Trade Union
Jan Tomlinson (JT)	Joint LPF Chair (Chairing) / UNISON
Jason Brannan (JB)	Lead Executive, Deputy Director of People
Sharon Cawdell (SC)	UNISON
Dyfed Edwards (DE)	Chair, Health Board (part meeting)
Ceri Harris (CH)	Head Of Equality and Human Rights
Nia Harris (NH)	Senior Organisational Development Manager - Culture
Jacqui Hughes (JH)	Society of Radiographers
Ffiona Johnstone (FJ)	Programme Director - Foundations for the Future
Cath Jones (CJ)	NMC / Deputy Chair, Staff Side
Michelle Jones (MJ)	Finance (deputising for Executive Finance Director)
Viv Nelson (VN)	UNISON
William Nichols (WN)	Independent Member, Royal College of Nursing Steward
Debbie Payne (DP)	British Dietetics Association
Georgina Roberts (GR)	Associate Director for Workforce – West
Helen Roberts (HR)	British Dietetics Association
Llinos Roberts (LR)	Corporate Governance Directorate
Katie Sargent (KS)	Assistant Director of Communications and Engagement
Richard Tanswell (RT)	Conwy Community Mental Health Team
Rebecca Testa (RT)	Head of Organisational Development
Nia Thomas (NT)	Head Of Organisational Development
Kath White (KW)	Pharmacy / Learning RCN Representative - Observing
Iain Wilkie (IW)	Director of Mental Health & Learning Disabilities
Fiona Lewis (FL)	Corporate Business Officer, Minute taker

PRELIMINARY MATTERS

L25/17 Welcome and apologies

The Chair warmly welcomed everyone to the meeting, noting apologies from Carol Shillabeer, Russell Caldicott (Michelle Jones to deputise), Alison Tardivel, Alison Kemp, Pam Wenger (Llinos Roberts to deputise), Vic Peach, Toni Wood, Nicola Roberts, Denise Roberts, Rachel Turner, Julia Clayton, Gareth Evans, Geoffrey Armstrong, Helen Stevens-Jones, Alison Pawley, Amanda Chesworth, Elizabeth Till, Andrea Hughes and Peter McLaughlin

L25/18 Declarations of Interest

There were none.

L25/19 Minutes of the previous meeting, held 5 February 2025.

The minutes were approved as an accurate record of the meeting.

L25/20 Matters Arising and Action Log

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

LEAD ITEMS

L25/21 A Staff Story – The importance of Inclusivity and Ensuring Equity of Opportunity for Under-represented Groups

The stories from under-represented groups, were presented by Katie Sargent, Assistant Director of Communications and Engagement.

The first story was from Catherine, a transgender woman, and the second from Rakesh, a gentleman born in India. Both describe the problems they encountered and the lack of support they received regarding job applications and progression opportunities.

Following the presentation, Members discussed the following:

- Thanked Katie Sargent for bringing the stories to their attention.
- Jason Brannan and Ceri Harris agreed to do an equality and fairness piece of work to develop a programme that provides support and training for under-represented groups to assist with job progression and interviews.
- It was noted that despite requests for senior management representation at some recent equality events, this had not materialised and left staff feeling undervalued.
- It was acknowledged how difficult it must have been for the two individuals to provide their stories.
- Colleagues were reminded about the monthly 1 hour online People Managers Forum, available to all staff responsible for managing someone else.

Action:

- **L25/21.1 JB & CH** to do an equality and fairness piece of work to develop a programme that provides support and training for under-represented groups to assist with job progression and interviews.

Members:

noted the themes raised in this story and considered what action might be taken to prevent similar experiences occurring.

L25/22 Verbal Update on Social Partnership Bill (SPB)

Jason Brannan and Jan Tomlinson provided their verbal update, which noted:

- The work being undertaken in conjunction with Kay Hannigan (Associate Director People Services) regarding the SPB
- Currently awaiting a date for Jack Sargeant, the AM responsible for the SPB, to attend and speak at a meeting with both WOD and TU partners.
- BCU was being held as 'best practice' and promoted as one of the best health boards working in Social partnership.

Members:

Noted the verbal update on the Social Partnership Bill.

L25/23 Verbal Update on Foundations for the Future Programme (FFP)

Georgina Roberts and Ffion Johnstone provided their verbal update with a Design Phase: Draft Overview Report highlighting the following:

- The Organisation's mission, vision and values
- The Strategy
- The 5 pillars for the FFP and who will lead each programme:
 - Strategy – led by Paolo Tardivel
 - Culture – led by Jason Brannan
 - People – led by Angela Woods
 - Structures – led by Teresa Owen and George Roberts, supported by Ffion Johnstone
 - Processes – led by Russ Caldicott and Pam Wenger
- Organisational structure – the core model being adopted was based on:
 - Integrated Primary and Community care (place based)
 - Regional Secondary and Specialised services (including Hospital Management)
 - Corporate Functions
- Set out the next steps, which included:
 - Collating feedback from development sessions
 - Finalise report for Board
 - Communicate outcomes from Board
 - Detailed plans worked up over summer
 - Final model to Board for approval – Q3
 - Consultation Q4
 - Implementation 2026/27

Discussions took place regarding supporting staff during the process. It was noted that:

- there will be fortnightly meetings with the FFP Programme Board, of which Jan Tomlinson is a member, to ensure full engagement and communication takes place.
- Honest and open staff engagements will continue over the Summer.
- The Culture Workstream will support staff wellbeing.

Action:

- **L25/23.1 GR** to share slides shown at meeting.

Members:

Noted the verbal update on the Foundations for the Future Programme

L25/24 Values and Behaviours Framework Deployment Plan

Jason Brannan, Nia Harris and Nia Thomas made their presentation, highlighting the following:

- It was expected that over the next 12/18 months the framework will become embedded into the recruitment processes. It will link into the Staff Development Framework to fulfil the desire to keep top talent in North Wales and to ensure staff values and behaviours framework forms the normal, day-to-day way of working in BCUHB.
- It was noted that the People and Culture Committee was looking at implementing quarterly pulse surveys, with 9 key questions, such as 'would you recommend working at BCUHB?', 'would you want to receive care from this organisation?' which will provide a year-round idea of how staff are feeling.
- Following appropriate engagement, a new PADR process will be introduced before the end of September. The new process should allow identification of top talent as well as identify staff who may need support.
- A Values and Behaviours toolkit, to support managers, was due to be launched mid-May.

Members:

Noted the Values and Behaviours Framework Deployment Plan.

ROUTINE REPORTING

L25/25 M11 Finance Report

Michelle Jones, deputising for the Executive Director of Finance, presented the M11 Finance report, noting the key headlines:

- BCUHB is reporting a deficit of £10.2m, an improvement of £2.7m from previous month but still representing a £2.3m adverse variance compared to 11/12ths of the revised £8.6m full year planned deficit.
- M11 is reporting an in-month surplus of £2.7m, (£3.4m surplus compared to the in-month planned deficit of £0.7m), an improvement of £0.8m from previous month's surplus of £1.9m.
- £1.4m Accountancy Gains were identified by the Health Board in February. Year to date Accountancy Gains totals £12.6m. The risk of attainment of the 2024/25 financial plan assessed at Month 11 is circa £5.5m, with opportunities of circa £3.9m. Within the additional Planned Care funding received to address the 104-week waits there is a potential slippage of c.£2.4m which is reported as an opportunity. Work is ongoing to secure additional activity which will incur additional costs and reduce potential slippage.
- Year to date capital expenditure was £20.1m against a year-to-date plan of £29.2m, reporting a year to date underspend of £9.1m. The recurrent shortfall to be identified is therefore £5.6m. Accountancy Gains of £1.4m were identified in month, which contributed to the in-month delivery.
- The Health Board's financial plan set a recurrent savings target of £48.0m to be delivered in 2024/25.

Following the presentation, Members discussed the following:

- Dyfed Edwards noted that without the hard work and support of everyone across the Health Board, the organisation would not have been able to present

a balanced budget to the Government – one of only three health board's to do this.

- A request for a simplified financial monthly overview for future meetings was made
- Jason Brannan confirmed that the number of nurse vacancies had reduced from 750+ in 2023 to around 450 at the time of the meeting. There are clear plans in place to continue with the current recruitment strategy to avoid using high-cost agency staff, and it was noted that BCUHB had the lowest turnover rate of nursing staff in NHS Wales.

Investigate the pressures that result in the necessity to use more agency staff at YGC than the other acute sites. Findings be shared with the P&C Committee

Action:

- **L25/25.1** Russell Caldicott to be asked to provide a simpler financial monthly overview at future meetings. **MJ**
- **L25/25.2** Investigate the pressures that result in the necessity to use more agency staff at YGC than the other acute sites. Findings be shared with the P&C Committee. **MJ**

Members:

- **Received** and scrutinised the Finance Report

L25/26 Corporate Planning Update

Dylan Williams was unable to attend. Item deferred to next meeting.

L25/27 Lead Items from Trade Union Partners / Escalations

Concerns were raised regarding the following:

- **The Salary Sacrifice Scheme(SSS).** The current scheme was now 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.

- **All-Wales Policies (AWPs)**

As co-Chair of the Policies Group, Jackie Hughes wished to provide clarification on two points:

- It was not possible to change the title of any AWP (e.g. from Scheme to Policy).
- Any AWP would remain extant until its removal had been directed by the AWP Group.

- **The lack of communication regarding Penley**

Jason Brannan confirmed that concerns had been raised with both the Chief Executive's and the People Services Offices regarding the handling of ward closure at Penley Hospital, resulting in a communication being sent to all affected staff by the Chief Operation Officer, to provide clarity and offer support.

L25/28 Workforce Report

Jason Brannan presented the paper and highlighted various points:

- **Employment Case Management.** Following the Health Board's commitment to reduce avoidable employee harm, between March 2024 and March 2025 the number of active cases has been reduced from 51 to 19 – a 37% reduction in the number of staff entering a formal process.
- **Workforce Policies.** Both the All Wales Managing Attendance at Work Policy and the All Wales Disciplinary Policy were up for review and would be brought in line with the new Behaviour and Culture Framework.
- A piece of work currently underway to make sure staff are supported on their return to work.
- **The Retention Programme.** The Retention Programme Lead was supported by HEIW and in turn supported a variety of teams, including administration & clerical, nursing and MHLD services.
- **Engagement.** A great deal of work had taken place following receipt of the staff survey results, which showed BCUHB's overall score to be at 71% (1% under the national average) and with 7 out of 10 areas showing an improvement from the previous year. Pieces of work currently being undertaken to share the results and health Board's actions in response with staff; ensuring all IHCs own their results and ways of incentivising staff to participate.
- **Concern with regards to delays to policies being uploaded onto Betsinet.** Jason Brannan, George Roberts and Jackie Hughes to investigate issues that result in delays to the uploading of policies onto Betsinet.

Action:

- **L25/28.1** Investigate issues that result in delays to the uploading of policies onto Betsinet. **JB, GR and JH.**

Members:

- **Received** and scrutinised the Workforce Report

L25/29 Review of Cycle of Business (CoB) and Terms of Reference (ToR)

Llinos Roberts presented the paper and confirmed that the CoB and ToR come to the meetings annually. It was noted that the ToR had been changed to bring it in line with the new model ToR. There were two notable amendments:

- One additional Member from the Management side – Director for Environment and Estates
- Quoracy reduced from 8 to 5 for both Management and Staffside.

A query regarding Member quoracy was raised. LR to ensure that the revised ToR showed 5 separate unions and not just 5 union members required.

Action:

- **L25/29.1** Amend Terms of Reference to reflect that the ‘minimum number of TU **Members** to be in attendance should read as ‘**minimum number of TUs** to be in attendance’. **LR**

Members:

- **Received** and scrutinised the Review of Cycle of Business and Terms of Reference.

ANNUAL REPORTS

L25/30 Local Partnership Forum Draft Annual Report

Llinos Roberts presented the Draft Annual Report in its new format, which it was felt better captured the business of the Forum than previous reports.

It was noted that a small amendment was required to reflect Jacqui Hughes no longer an IM.

Action:

- **L25/30.1** Amend Draft Annual Report to show Jacqui Hughes no longer an IM.

Members:

- **Received** and scrutinised the Local Partnership Forum Draft Annual Report.

FOR INFORMATION

L25/31 Well-Being Objectives

The Well-being Objectives Report was **noted**.

L25/32 Minutes of People and Culture Committee Meeting held on 3rd March 2025

The Minutes of the People and Culture Committee Meeting held on 3.3.25 were **noted**.

L25/33 Chief Executive's Report to Board

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

CLOSING BUSINESS**L25/34 Agree Items for referral to Committee/Board**

There were none.

L25/35 Agree items for Chair's Assurance Report (AAA report)

There were none.

L25/36 Review of Meeting's Effectiveness

- Members felt that the change of the ToR format was very helpful.
- It was agreed that there needed to be a better TU representation at the meetings, sometimes due to unavoidable, last-minute reasons. However, to help facilitate the attendance of more TU partners, Members were asked to bring to Jason Brannan's attention any area where managers are refusing to provide reasonable facility time and support for any member to attend.

Date of next meeting

1.00pm, Tuesday, 5 August 2025

Future meetings:

4th November 2025

3rd February 2026

[Meeting closed at 16.10]