



Local Partnership Forum

Minutes of the meeting held on 12th April 2022 at 13.00 hrs Via Teams

Present

Jan Tomlinson (JT)	UNISON and Trade Union Partners (Chair)
Alison Pawley (AP)	UNITE Union
Catherine Jones (CJ)	Royal College of Midwives
Claire Wilkinson (CW)	Deputy Director - Operational Workforce, Workforce & Organisational Development
Colin Fitzpatrick (CP)	Deputy Medical Director, Office of the Medical Director
David Barber (DB)	Senior Dental Officer, North Wales Community Dental
David Maslen-Jones (DM-J)	Head Of Occupational Health & Wellbeing, Occupational Health
Debra Payne (DP)	Royal College of Dietetics
Ellen Greer (EG)	Acting Associate Director Of Organisational Development
Gill Harris (GH)	Deputy Chief Executive Officer
Iain Wilkie (IW)	Director of Mental Health & Learning Disabilities
Jackie Hughes (JH)	Society of Radiographers and (Trade Union) Independent Member
John Martin (JM)	Head Of HR - East Locality, Workforce & Organisational Development
Julie Owen (JO)	Physiotherapy, British Association of Occupations Therapists
Kay Hannigan (KH)	Head Of HR - Central Locality, Workforce & Organisational Development
Lesley Hall (LH)	Associate Director of Human Resources
Michael Shaw (MS)	Strategic Organisational Development Consultant, Workforce & Organisational Development
Richard Tanswell (RT)	UNISON
Sally Baxter (SB)	Assistant Director - Health Strategy, Planning
Simon Evans-Evans (SE-E)	Interim Director of Governance
Sue Green (SG)	Executive Director Workforce and Organisational Development
Sue Hill (SH)	Executive Director of Finance
Susan Murphy (SM)	Assistant Director of Pharmacy & Medicine Management, West
Susan Williams (SW)	Royal College of Nursing
Teresa Owen (TO)	Executive Director of Public Health
Vivienne Nelson (VN)	UNISON
William Nichols (WN)	Royal College of Nursing
IN ATTENDANCE	
Fiona Lewis (FL)	For minute taking

Agenda Item	
The Chair welcomed all attendees to the meeting.	
<p>L22/17 Apologies for Absence</p> <p>L22/17.1 Apologies were received from Jo Whitehead, Sue Green, Helen Roberts, Sue Murphy, Stacey Roberts, Nia Thomas, Toni Wood, Geoffrey Armstrong, Bethan Owen, Claire Thomas-Hanna & Ffion Johnstone.</p> <p>L22/18 Draft Minutes of the previous meeting held on 25.01.22, for approval</p> <p>L22/18.1 The minutes were approved as a true and accurate record of the meeting.</p> <p>L22/19 Summary Action Plan Update.</p> <p>L22/19.1 Updates were provided to the Summary log.</p>	
CORPORATE GOVERNANCE	
<p>L22/20 Update on Targeted Intervention</p> <p>L22/20.1 Simon Evans-Evans provided his verbal update on the current situation. He believed that the Board felt that the evidence from operational teams showed that the journey of improvement was starting to get some traction. The Health Board was due to carry out a further self-assessment in April, in which they would be able to provide evidence, backed up by a great deal of positive feedback, following on from the changes taking place in the organisation.</p> <p>L22/20.2. Cath Jones asked if there was anything within Targeted Intervention which will address greener, carbon-neutral values, to which SE-E replied there was not.</p> <p>L22/20.3. Billy Nichols asked if there were any areas in the Health Board where progress had proved to be sluggish. SE-E said that was not the situation and that he felt that the Health Board had made steady progress across the board and that in order to change things for the better, the correct foundations had needed to be put in place, new systems had required testing and new pilots had been necessary, which takes time. SE-E also believed that now these foundations had been put in place, the next round of improvements would be able to start apace and that the targets set by the Board in March 2021, were looking at being attainable for 18-24 months hence.</p> <p>L22/20.4. Iain Wilkie wished thanks to be noted on behalf of the Mental Health Division, for the support received and the way that the new Operating Model is been implemented. During a recent Deputy Health Minister's visit, when asked</p>	

about the Targeted Invention journey, he witnessed some ward-based staff being asked how aware and actively involved they were in the process, to which they had responded that they were and had been fully sighted of the matrices, and felt involved, listened to and included at all times throughout. IW felt this was a really important corner stone of what the Health Board is trying to achieve.

[13.20 hrs – S E-E left the meeting]

L22/21 Work Plan with Annual Cycle of Business

L22/21.1 The Work Plan was presented and Lesley Hall asked for any comments, noting that the Annual Report, which would normally be presented at this time, had been delayed, with the intention that over the next two meetings with our trade union colleagues, this would be addressed. There were no queries.

FINANCE, PERFORMANCE & PLANNING

L22/22 Finance Report

L22/22.1 SH provided a verbal update on Month 11 Finance Report, which showed a balanced position and that the Health Board is on track to deliver the plan over the year. The Summary on Page 3 showed an overall 'green' position, with only 'Non Pay' showing 'red', due to the excess of non-recurrent costs this year.

L22/22.2 SH wished to highlight the Impact of COVID-19 table on page 6, which showed significant sums (totalling £102m) still being spent on COVID-19 - all of which are being funded by Welsh Government.

L22/22.3. SH also wished the members to note the Savings Table on Page 7. This showed that the Health Board was currently on course for savings of £19m, £2m in excess of the £17m target for the year. However only £7m of this figure is recurrent, which will impact on this year's figures.

L22/22.4. The final item that SH highlighted was Variable Pay on Page 8, Expenditure. The reasoning behind the high figures for agency, locums and Overtime were knock-on effects of COVID-19.

L22/22.5. WN queried if Welsh Government will once again be meeting the COVID-19 costs for this year, as they had the previous year? SH confirmed that notification from Welsh Government had been received that they intend to continue paying for 2022/2023 with the expectation that the Health Board will resume full responsibility after March 2023. Teresa Owen confirmed that the Tracing part of the TTP will continue until March 2023 although this has been at a much reduced level since June 2021.

L22/23 Corporate Planning Update

<p>L22/23.1 Sally Baxter presented the Integrated Medium Term Plan (IMTP) for 2022/25, confirming that for future meetings the intention is to present on both Planning and Transformation.</p> <p>L22/23.2. SB noted that the Plan was approved by The Board at the beginning of March and wished to thank all people concerned for the huge amount of work that went into producing it. The Plan is currently with Welsh Government awaiting approval and it is anticipated that by early May, the Board will have been advised if it will be approved.</p> <p>L22/23.3. SB drew attention to the Planning Principles on page 12, which set out very clearly the Health Board's values and principles. This is in direct response to the criticism set out in Special Measures that there was a lack of clarity on the Health Board's principles and strategic aims.</p> <p>L22/23.4 SB requested feedback regarding any aspect of the Plan and what members would like to see in next year's Plan, to be fed to her, thus enabling the Board to clearly understand how the changes are affecting both the service and staff. There is to be a Lessons Learned Session with both Planning colleagues and staff at the beginning of May to help to understand what has gone well and what has not so far.</p> <p>L22/23.5. SB confirmed that with the aid of The Carbon Trust, the Health Board intends to submit its Decarbonisation Plan to Welsh Government in the very near future.</p> <p>L22/23.6. WN asked what the Health Board's strategy is for the implementation of E-charging points on acute and community sites and if there is an intention to move to a fleet of new e-vehicles? SB confirmed that she would take this question to Rod Taylor, Head of Estates, for him to respond.</p>	SB / RT
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WORKFORCE & ORGANISATIONAL DEVELOPMENT GOVERNANCE

L22/24. Workforce Report

L22/24.1 Lesley Hall presented her report, noting that the report now includes information on Recruitment. She welcomed any feedback as to how much or how little information the members wished on the items covered by this report.

L22/24.2. LH explained that since the pandemic, Workforce had been improving its formal and informal meeting arrangements for Partnership, with LH and senior trade union representatives meeting weekly. This has proved to be extremely helpful from both sides, providing updates and helping solving problems before they arise.

L22/24.3. Regarding the Workforce Partnership Group, LH confirmed that understandably there had been high levels of sickness in the workforce, caused primarily by the pandemic and stress associated to it, and that work continues to support staff where possible.

L22/24.4. LH provided an update on the sale and transfer of annual leave, confirming that if a request had been submitted in time, staff will receive in May 2022, however any annual leave being carried over will not show on ESR until June 2022.

L22/25.5. WN asked if it is known how much the sale of annual leave had cost the Health Board. SH confirmed that she believed the figure to be £1.5m but considered the figure to be worth the expense, bearing in mind the number of employees and the benefits felt by the workforce and consequently the Health Board.

L22/24.6. Looking at the summary of activity around overseas recruitment, LH recognised that there are serious issues surrounding this, not just for GPs but for all of primary care settings.

L22/24.7. Due to continued pressures in the system, a week of Job Evaluation panels met w/c 4/4/22, to help reduce the backlog. WN pointed out that Training the Trainer courses were taking place, which he believed would start to show some benefit in this regard.

L22/24.8 Cath Jones asked if there were any statistics about how many staff were leaving or had left the Health Board and asked if there were any plans to combat this, to which LH replied that she would circulate the latest Retention figures and the intention is that at their next Working Partnership meeting, the People strategy & Planning will be on the agenda for discussion.

LH

L22/25. Mewn Undod mae Nerth / Stronger Together

L22/25.1. Claire Wilkinson introduced herself and Michael Shaw to provide an update on the Mewn Undod mae Nerth / Stronger Together People Strategy and Plan. They describing the next twelve months' priorities and the sequencing of events, the new People Operating Model, and how the Health Board aligns its services to reflect that of the wider operating model. The first draft was anticipated to be complete within the next two to three days, and was then due to go to Sue Green for approval. Once approved by SG, there is to be full engagement with the trade union partners across the organisation to ensure that it is fit for purpose.

L22/25.2. CW made her presentation regarding the draft Strategy & Plan, talking through its different sections:

- the Context and Case for Change
- what success looks like
- the characteristics of the current workforce
- recruitment activity
- the evolving design and delivery architecture
- the priorities for 2022/2023
- next steps to be taken.

[14:03 Gill Harris and Teresa Owen left the meeting]

L22/25.3 WN requested more clarity regarding what is being done to improve recruitment and retention of staff, asking where and when the learning from the staff surveys, will be addressed. WN particularly referred to what is being done to move away from the current 'blame culture' in order that we move towards a 'just culture'. CW promised to provide more detail on the priorities going forward when they refine the strategy.

CW

L22/25.4. Michael Shaw provided a diagram and talked through the implications of the new strategy. He listed various areas being addressed:

- How to use the feedback received from staff surveys, etc, to enable the organisation to move towards making tangible improvements, and requested feedback.
- Who all the senior responsible officers were for all areas.
- Leaving well was discussed how information from people leaving the organisation will be handled better in future
- How to ensure that correct oversight is taking place
- Areas of outstanding design
- Corporate services and how they will support become business partners.
- How to ensure that everyone in the organisation understands their worth.
- How to improve the flow of information up and down the organisation.
- How to give people alternatives.
- Comprehensive staff support.
- How to ensure the organisation looks at performance managing teams.
- Commissioning and how to build links with universities and colleges?

L22/25.5 Julie Owen queried how engagement would be made easier for staff below managers and how to free people up to attend meetings? MS to address.

MS

L22/25.6. Trade Union partners agreed that they would like to do a joint response to the five items listed by MS. MS agreed to forward the slides to WN.

JT / WN / MS

L22/26 Long Covid Journey

L22/26.1. This item was deferred to the next meeting as the presenter was unable to attend.

L22/27 Health & Wellbeing Update

L22/27.1 David Maslen-Jones provided a verbal update on Health & Wellbeing, promising to provide a copy of the report to members, once approved. He noted the following:

DM-J

- Of the management referrals made, 28.7% were related to anxiety, stress or other psychiatric issues, 10% to back and muscular skeletal issues

- There is currently a piece of work being carried out in conjunction with IT to identify staff who have potentially not been given vaccinations (whooping cough, chicken pox, etc) over the last three years.
- There is to be a push to reintroduce staff health surveillance checks. Over the last three months extra staff training courses have been laid on to ensure that they are properly equipped to deliver these interventions.
- The Staff Wellbeing Support has been running alongside Occupational Health. Unfortunately two psychologists who were recently employed to this team failed to take up their posts, leaving the support team understaffed. In the year, the counselling team had dealt with 2,585 appointments, showing their commitment to staff members, with good feedback received.
- There was a disappointing 58% take up of flu vaccinations this year, however it was felt that this was due in no small part to 'staff vaccination fatigue'. It is hoped that in the coming year, it will be possible to combine the Covid and the flu vaccination.
- Re-accreditation has taken place with The Safe Effective Quality Occupational Health Service (SEQOHS) – noting that BCU is the only Welsh Health Board to be accredited in this way.
- They are working with All Wales for a new procurement system for Occupational Health software system.
- Regarding Management referrals over the year, there have been 4850 referrals into the service over the last calendar year through the three service providers.

L22/27.2. Catherine Jones asked if there had been any improvement to the last figures provided, which showed the services failure to respond to almost 30% of referrals. DMJ was not aware of this issue and advised the members that in conjunction with the three heads of service, a new referral system is due to come online within weeks next month, which he anticipated would speed up the process. DMJ asked that should people have similar issues in the future that they bring these to his attention.

L22/27.3. Ellen Greer confirmed that:

- as DMJ had stated earlier, two psychologists had failed to take up their posts and that these positions were being re-advertised.
- A great deal of counselling is offered by in-house Occupational Health staff but the organisation had retendered for the continued provision of external support. This new contract agreed includes additional support, such as additional workshops, webinars, access to advice around financial, debt and housing challenges, along with a range of support and interventions for teams and line managers.

L22/27.4. Jan Tomlinson expressed her thanks that such support is being offered to staff and it was agreed that both she and EG would meet outside the meeting to discuss tailoring the support to what JT and other trade union partners were hearing was required by their members.

JT / EG

<p>L22/28 Partnership Agreement</p> <p>L22/28.1 Lesley Hall expressed her wish to pick up a piece of work that was started pre-pandemic, where discussions will take place with the trade union partners, to work through available facilities, time off, etc, and review the agreement that has been in place for some years. LH to organise with JT, who will provide a schedule of upcoming trade union conferences.</p>	LH / JT
ISSUES FOR DISCUSSION, RAISED BY TRADE UNION REPRESENTATIVES	
<p>L22/29.1 WN wished to discuss the cost of fuel and what the Health Board can do to help staff in financial difficulty. WN enquired as to what the Health Board intends to do about the application of the Agenda for Change HMRC rate of 45p per mile up to 10,000 miles, as it currently is not applied above 3,500 miles. LH responded that she was awaiting a response from the Travel Department to establish how many staff this affected and once that is established intends to see what can be done to help. Sue Hill advised members that she has been in discussions with Jackie Hughes regarding support for staff and that she is currently finalising how this can be done and will feed this back to members.</p> <p>L22/29.2. WN enquired as to the Health Board's intention is in relation to forward planning with regard to the war in Ukraine and the number of refugees that are likely to come into the area? Sally Baxter advised that there was a paper going to Board regarding the response for people arriving from Ukraine. Some work has already taken place around a welcome centre and accommodation in Bangor and possibly another centre in Gwynedd. The paper recognised the need for support with language, the extra translation services, cultural and religious issues and specific health needs that need to be worked through. Welsh Government has put out some guidance for primary care and an enhanced service being developed for support. Sue Hill assured members that both the Health Board and Welsh Government have looked at all investments, contracts and awards pertaining to Russian organisations, to ensure that nothing will benefit Russia. Nothing pertaining to Russia or Russian organisations had been found within the Health Board.</p>	LH / SH
FOR INFORMATION	
<p>L22/30.1 Quality & Performance Report, November 2021</p> <p>L22/30.1.1 The report was noted.</p>	
<p>L22/30.1 Strategic Occupational Health & Wellbeing Advisory Group Chair's report, 01.02.2022.</p> <p>L22/30.1.1 The report was noted.</p>	
<p>L22/31 Documents circulated via email to members between meetings:</p> <p>L22/31.1 All noted.</p>	

<p>L22/32 Any other Business.</p> <p>L22/32.1 Jackie Hughes wished to raise concern surrounding the issues around recordings of meetings - when the recordings should be used, deleted, etc. JH had recently brought this concern to the Board's attention.</p> <p><i>[The meeting closed at 15:00]</i></p>	
<p>L22/14.1 Date of Next Meeting</p> <p>Tuesday, 12/07/22, 1-4pm, Virtual via Teams.</p> <p>L22/14.2 Dates for future meetings:</p> <p>13.00 hrs, 11th October 2022 via Teams 13.00 hrs, 24th January 2023 via Teams</p>	