



Local Partnership Forum

Minutes of the meeting held on 12th October 2021 at 13.00 hrs Via Teams

Present

Jan Tomlinson (JT)	UNISON and Trade Union Partners (Chair)
Christine Tanski (CT)	Mental Health
Christopher Stockport (CS)	Executive Director of Primary Care & Community Care
David Barber (DB)	Senior Dental Officer, North Wales Community Dental
Debra Payne (DP)	British Dietetics Association
Ellen Greer (EG)	Acting Associate Director Of Organisational Development
Georgina Roberts (GR)	Senior Head Of HR - West And Womens
Iain Wilkie (IW)	Director for Mental Health & Learning Disabilities
Jackie Hughes (JH)	Society of Radiographers and (Trade Union) Independent Member
James May (JM)	UNISON
Lesley Hall (LH)	Associate Director Human Resources
Medwyn Jones (MJ)	Standing in for Ian Donnelly, Acute Care Director, Maelor Hospital
Nicola Roberts (NR)	Podiatry & Orthotics
Peter Bohan (PB)	Associate Director of Health, Safety & Equality
Rachel Turner (RT)	Royal College of Nursing, East
Richard Oldfield (RO)	UNISON
Richard Tanswell (RT)	UNISON
Sam Crane (SC)	Associate National Officer for Managers in Partnership
Sharon Cawdell	UNISON
Simon Evans-Evans (SE-E)	Interim Director of Governance
Stuart Whittaker (SW)	Unite Union
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
Vivienne Nelson (VN)	UNISON
IN ATTENDANCE	
Fiona Lewis (FL)	For minute taking

Agenda Item

The Chair welcomed all attendees to the meeting and all introductions were made.

<p>L21/53 Apologies for Absence</p> <p>L21/53.1 Apologies were received from Jo Whitehead, Gill Harris, Alex Tapley, Bethan Jones, Billy Nichols, Ffion Johnstone, Geoffrey Armstrong, Helen Roberts, Ian Donnelly, Teresa Owen, Kay Hannigan, Richard Hayes, Rod Taylor and Alison Pawley.</p>	
<p>L21/54 Minutes of the previous meeting held on 26/07/21 and Summary Action Plan</p> <p>L21/54.1 The minutes were approved as a true and accurate record of the meeting.</p> <p>L21/54.2 Updates were provided to the Summary log.</p>	
CORPORATE GOVERNANCE	
<p>L21/55 Targeted Intervention</p> <p>L21/55.1 Simon Evans-Evans delivered a verbal update on the Health Board's progress since the Health Board was taken out of Special Measures in March 2021. By May 2021 the delivery teams had agreed with Welsh Government what the matrices would be, all based around the four domains identified by Welsh Government and laid out in the Targeted Intervention framework:</p> <ul style="list-style-type: none"> • All Ages Mental Health • Strategy Planning and Performance • Leadership • Engagement <p>In November, as will happen every six months, the Board will formally self-assess and present its findings publicly. For each of the four domains, there are two test points</p> <ul style="list-style-type: none"> • Evidence of action – what was promised and has the Board delivered? • Evidence of outcome – having done what was promised, has it made a difference to patients, staff or the wider population. If it has made a difference, is that sustainable? <p>In September 2021, 1700 pages of evidence of action were presented to the Board, showing improvements across the Health Board. The Board's conclusion was that the first six months shows that at least a level 1 has been reached across all four domains – an improvement from the original levels 0. The new target is that during the next six months, a high 2 or 2 will be reached across all four domains, with clear evidence that improvements brought about by the changes are both taking the desired effect and sustainable.</p>	

FINANCE, PERFORMANCE & PLANNING	
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L21.57 Corporate Planning Update	
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<p>L21.57.1. Chris Stockport presented his update, which showed the work that is currently taking place on the 2021-22 plan, along with its key deliverables, which were shared with and approved by the Board in July 2021. Topics highlighted were:</p>	
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| <ul style="list-style-type: none"> • The Living Healthier, Staying Well Refresh • A new clinical strategy • The All Wales Healthier Wales approach • The shift to community – important to care for patients in the right environment • The new pathway approach • Considerations around a sustainable workforce • Consolidation of plans halted during the pandemic • The priority of both patient and staff experiences and outcomes • Challenges brought about by the pandemic – planned care, waiting lists, unscheduled care • How to continue to manage Covid – vaccinations, Track and Trace & PPE requirements • All Age Mental Health issues • The work around streamlining of processes, to ensure decisions are reached quickly and plans are there to support • Looking to approve plans and have them signed off by board by January 2022 which is a very short timeline. | |
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COMFORT BREAK	
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WORKFORCE & ORGANISATIONAL DEVELOPMENT GOVERNANCE	
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L21/58 Workshop Session: Safe Working.	
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<p>A workshop took place where the following questions were put to the members:</p>	
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| <ul style="list-style-type: none"> • Write down three things that have been good about the agile working you have done in the last 18 months and would not want to see change/go? The themes were: <ol style="list-style-type: none"> 1. Can work anywhere, not limited by a formal base 2. Personal flexibility, choice, whilst keeping people safe 3. Less time wasted commuting between meetings, therefore a better work/life balance 4. Allowed the teams to continue to deliver service and remain feeling part of a team 5. A lot less tired at the end of the working day due to less travelling between meetings 6. Less travelling is better for the environment | |
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7. Improved communication between teams that are spread miles apart
- **Write down 3 barriers that you have encountered or heard in the last 18 months – they could be practical or cultural.** The themes were:
 1. Not all staff have access to technology – wifi signal and IT issues can be problematic.
 2. Not all people attending virtual meetings were engaged
 3. Not enough IT staff to help with home working
 4. Some human contact/connection still needed as it impacts on mental health and well-being Some people feel socially isolated and therefore a balance of ways of working required which works for everyone
 5. Staff training is made harder when staff working from home. Fewer supervisors available.
 6. Some staff being made to work from home suffer more domestic abuse when at home all day
 7. Sometimes working longer hours than they should and not taking enough breaks
 - **In the perfect world if money, resources and culture were no object and you could set up the perfect agile working environment, write down the top 3 things that it would involve/look/feel like?** The themes were:
 1. Full home risk assessments with proper desk and chairs to be available at home.
 2. Mix of home and onsite working with touch base days to meet for face to face connection.
 3. Ensure that all staff have opportunities for agile or flexible working
 4. Perfectly functioning IT equipment
 5. Rules to be introduced around arranging meeting with gaps in between meetings as natural breaks not happening
 - **Write down what top 3 tips have you learnt over the past 18 months that would want to pass onto people in relation to agile working?** The themes were:
 1. Integrated agile working so some face to face working in place, in a safe, risk-assessed environment.
 2. Be disciplined to ensure breaks are taken
 3. Ensure individuals do not use agile working as a way of avoiding working
 4. Home working can be isolating so needs to be combined with safe, onsite and face to face connection
 5. Innovative training tools to allow remote training
 6. Find ways to extend agile working to engage staff without access to IT
 7. For many people using Teams has extended the working day and made it even more intense – no breaks between meetings
 8. Lack of opportunity for shared learning
 9. If numerous people working from home in one family, inappropriate space available in some cases
 10. Equipment at home should be same standard as one would get in the office

11. The option to work on Health Board site must remain available to those who want it.
12. Agile or remote working/touch base hubs suitably positioned across the region, with clear booking procedures
13. On line break rooms should be made available
14. Eat away from the computer

L21/59 Workforce Report

L21/59.1 Lesley Hall provided an update, highlighting various points :

- Respect and Resolution training has started in partnership. There was availability through to the end of November. Group sessions also available and with bookings being rather slow, members were asked to encourage staff and managers to book onto sessions.
- Organisational change. Workforce continues to put through all consultations through the Workforce Partnership Group and it appears to be working well.
- Job Evaluation. An update was provided on how many job are currently going through evaluation and it was noted that the team had been working very hard and that backlog was reduced considerably since Spring 2021.
- Policy Development. Workforce is aware that there is a great deal of work still to be done in this regard. Support is being sought to assist in producing more user-friendly guidance to policies.

L21/59.2. Sue Murphy wished to offer her gratitude to the Agenda for Change Team for their continued hard work, particularly around the banding and matching of job descriptions. She felt that their remote working appeared to have speeded up the process considerably. However she did wish to point out that there were delays being experienced surrounding the time taken to translate job descriptions – sometimes 4-6 weeks. Sue Green confirmed that delays in this area had already been identified and both recruitment to the Welsh Language Team and looking at how to streamline the system were already in hand. Sue Green and Lesley Hall agreed to look into this further and report back to the members

SG / LH

[Item taken out of order, at Chair's discretion]

L21/61 Health and Wellbeing Update.

L21/61.1 Ellen Greer presented her and Peter Bohan's update. In addition to information contained within the slides, the following was highlighted:

- The emotional and psychological support being offered to staff. The report noted that they are working towards the Wellbeing model, and showed that the support services were being brought together into one cohesive whole, thus providing a range of support, from self-care, through different levels of need up to crisis support.
- There is no there is no 'wrong door'. Should a member of staff contact the one service but could be better supported by another, the services will work together to ensure that the member of staff gets help from the right service.

- There are around 170 wellbeing champions across BCU and a health intervention co-ordinator was due to start w/c 18/10/21, within Occupational Health and Wellbeing, and a core part of their role is to support these champions and extend the network.
- Looking to expand the internal coaching network within BCU and work is underway to actively supervise the coaches to ensure all coaching is consistent and in line with best practice.
- A 'Taking Care of Giving Care' pilot is currently underway and being very well received. It involves a one hour session where up to 12 members of staff come together, working in pairs, to help one another.
- Details were provided of another pilot which is being well received, 'The Wellbeing Blitz', where a team or group of 12 individuals, over five days touch base at the beginning and end of each day and talk about how they are feeling. They plan something they are going to do during the day for their wellbeing and at the end of the day, when they touch base, they discuss.
- A reminder that some clinical psychology support and psycho-therapy support is available from an outside organisation called Rhyl City Strategy (RCS), a not for profit organisation which covers the whole of north Wales. This is for both staff in work and also for those off work, for whatever reason.
- The recently appointed lead clinical psychologist is supporting staff as a part of their role – a further 2 additional clinical psychologists are being recruited to support.
- The process has almost been agreed following a great deal of work which has been carried out, in conjunction with Mental Health colleagues, around staff in crisis – who need immediate support both in and out of hours.
- A Sharepoint site has been developed for ease of access to all services on offer and help available, which is hoped to be more user-friendly.
- Charitable fund monies have become available, specifically to support staff wellbeing, and discussions are underway to discover the most effective way of using this money.
- The assessor responsible for checking Corporate Health standards, reported during their status check that they were pleased with the progress and the Health Board will proceed with revalidation for gold and platinum standards next year
- The importance of both posters and the printing off of Health Matters leaflets – ensuring they are readily available for those staff members with limited or no access to IT - was acknowledged.
- It was noted that a toolkit is being developed nationally to support staff struggling with mental issues, which will provide best-practice tools.

L21/60 Mewn Undod mae Nerth – Stronger Together – Verbal Update

L21/60.1 Ellen Greer presented her verbal update. It was acknowledged that they have been in their discovery phase for the last 3-4 months. The intention was to listen and hear 10% of staff's voices during this phase and, to ensure inclusivity, engage with all staff groups, all pay grades, all professions, all divisions and all geographical areas. The team is currently sense checking to ensure that is the

case. So far, they have heard from almost 1700 staff, which equates to almost 10%. It has become apparent that using a range of engagement methods – virtual, face-to-face, electronic and paper have all proved effective in their own way.

L21/60.2 Following the discovery phase, the next steps will be:

- A core development workshop was held w/c 4/10/21 where findings from the discovery period were shared
- The team was due to meet with trade union partners to go through the feedback and the themes
- From w/c 25th October, they will be sharing the feedback with not only the people who took part but also with the wider organisation

L21/60.3 Sue Green confirmed that improving the technological knowledge of the workforce enables staff to access better healthcare. She also encouraged the trade union partners to ‘check and challenge’ the Board, to ensure that they are listening and improving. It was noted that the Board was provided with the findings from the discovery phase at a Board workshop w/c 4/10/21, which enabled the members – both executives and Independent members - to look at themselves, their departments and their roles in terms of their contribution and the feeling of colleagues across the organisation. This enabled the Board to grasp their leadership role in working towards change and there are more sessions planned to look further into the feedback. This enables the Board to build these findings into their development plans in line with ambitions to become a better organisation and Board to lead the organisation.

L21/62 Issues for discussion raised by Trade Union Colleagues.

L21/62.1 Jackie Hughes requested that a patient’s story be available at each meeting – something that happens at some other meetings and has proved to be very successful. It was agreed that this was a very good suggestion and that it should be added to future agendas.

L21/62.2. Vivienne Nelson asked if staffing recruitment is being fast-tracked to fill positions to alleviate the ‘battle fatigue’ currently being experienced by the workforce. Sue Green confirmed that it is but that the volume of recruitment activity has still not reduced from the excessive levels felt during the pandemic. Workforce and shared Services are working together to find solutions. As at w/c 4/10/21, there were 2,144 individuals who had been interviewed and offered positions and awaiting pre-employment checks - 60% of which were external and at the same time there were 1,018 people awaiting interviews, a number of whom would also require pre-employment checks. Because of these pressures, fast tracking processes have been reinstated once more to ensure that there is a robust risk assessment in place around the Disclosure and Barring Service and to get staff through as much relevant mandatory training. There has been a concerted, combined effort by all teams to ensure staff are moved through the system as quickly and safely as possible. Sue Green asked that some of the recruitment activity be included in the Workforce reports in future.

LH / JT/ FL

LH

<p>L21/62.3. Sue Green asked Sue Murphy if, in her trade union capacity, she would be willing to be involved in the forthcoming Recruitment Improvement review. SG to action to ensure that trade union colleagues are involved in the review.</p> <p>L21/62.4. Sharon Cawdell asked about the Health Board's approach to staff with long covid. Lesley Hall and Jan Tomlinson confirmed that there is to be an All Wales approach to this concern and as soon as they have any update, they will circulate it to the members.</p> <p>L21/62.5. Jan Tomlinson asked if, now that the Health Board is out of lock down, should staff wish to have social events, will they be able to apply for charitable funds? If so, can it be confirmed that it will be handled equitably to ensure fairness? Sue Hill agreed to look into the matter and feed this back to the members, probably by the weekly Comms reports.</p>	<p>SG</p> <p>JT / LH</p> <p>SH</p>
<p>FOR INFORMATION</p>	
<p>L21/63 Quality & Performance Report September 21</p> <p>L21/63.1. The report was noted.</p>	
<p>L21/64 Welsh Partnership Forum Minutes</p> <p>L21/64.1 The report was noted.</p>	
<p>L21/65 Strategic Occupational Health & Safety Group</p> <p>L21/65.1 The report was noted.</p>	
<p>L21/66 Documents circulated via email to members between meetings:</p> <p>L21/66.1 All noted.</p>	
<p>L21/65 Any other Business. There was none.</p> <p><i>[The meeting closed at 15:20 hrs]</i></p>	
<p>L21/66 Date of Next Meeting</p> <p>Tuesday, 25/01/22, 1-4pm, Virtual via Teams.</p>	