



Agenda Item

8.2.3 Appendix 1

CTM Health Board

Local Partnership Forum

Dyddiad y Cyfarfod / Date of Meeting	27/11/2025
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
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Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor	Hywel Daniel, Executive Director for People

Pwrpas yr Adroddiad / Report Purpose	For Noting
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
	Click or tap to enter a date.	

Acronyms / Glossary of Terms	
ESR	Electronic Staff Record
HB	Health Board
HCSW	Health Care Support Worker

1. Introduction

- 1.1 This report had been prepared to provide the Board with details of the key issues considered by the Local Partnership Forum, at its meeting on 18th March 2025.
- 1.2 Key highlights from the meeting are reported in section 3.

2. Purpose of this Meeting

- 2.1 The purpose of the LPF is to provide regular and formal dialogue between the Executive Directors and trade union / staff organisation colleagues. The meeting allows all parties to engage with each other to inform, debate and to seek to agree local priorities, on workforce and health service issues.
- 2.2 The LPF will provide the formal mechanism for consultation, negotiation and communication between the trade union organisations and the Health Board's management.
- 2.3 The meeting agenda is structured in two parts. Part 1 is the Business Part focused on operational matters, primarily with members of the People Directorate. Part 2 provides opportunity for engagement on Health Board strategic matters.

3. Highlight Report

Alert / Escalate	There are no items requiring escalation to the Board on this occasion
Advise	Trade Union colleagues raised the issue with the health roster and ESR systems not communicating with each other, causing managers to input data twice, leading to errors and inefficiencies. This problem affects the recording of sickness and payroll accuracy. As a result, there have been instances of overpayment, where staff are paid more than they should be, and then required to repay the excess amount. The group were informed that the ESR and health roster teams have created a guide to clarify the recording process for return-to-work data. This interim measure aims to improve clarity and ensure accurate data recording.



	<p>The Staff Survey 2025 launched on the 6th October. The Health Board have set a target of 40% response rate for this. All encouraged to complete the survey by the 1st December.</p> <p>A Speaking up Safely progress update was provided with four diverse Speaking Up Safety Guardians appointed. They will report to Gareth Watts, Director for Corporate Governance. Working one day per week alongside their regular roles. The Guardians are developing a communication and engagement plan for the new IT system, "Work in Confidence," which allows anonymous reporting. The launch is expected in November. Efforts are being made to streamline existing policies and procedures, including aligning with the All-Wales Anti-Sexual Harassment Policy. Additionally, the Speaking Up Safely SharePoint site is being updated and linked with the Work In Confidence platform.</p> <p>An update was provided on the initial consultation period for the Shift Pattern proposals. Over 1100 responses have been received. These responses, along with feedback from the dedicated mailbox, briefing sessions, and trade union representatives, highlighted several key themes, including the need to address inconsistencies in shift patterns and break structures. Concerns were raised about the impact of the proposed shift patterns on staff well-being, caring responsibilities, and work-life balance. Conversations with Trade Union colleagues are continuing and the HB continues to welcome suggestions for alternative proposals that will continue to meet our design principles. In parallel to this work, a task and finish group led by Becky Gammon is examining current break-taking practices to identify areas of best practice and areas for improvement.</p>
Assure	<p>Jonathan Morgan, Chair provided an update to the group on the following topics:</p> <ul style="list-style-type: none">• Annual Seren Event: the awards ceremony and dinner held on the 25th September, to thank staff for their contributions. JM emphasised the importance of recognising staff efforts, creativity, and innovation, noting that small changes can make significant positive differences.• Resignation of Geraint Hopkins: The group were informed of the recent resignation of Geraint Hopkins, the Local Authority Independent Board Member.• Primary and Community Care System: JM discussed the substantial work being done to improve the primary and community care system. He emphasised the need to provide



	<p>local services close to people's homes and reduce the reliance on big hospital provisions.</p> <ul style="list-style-type: none"> • Welsh Parliamentary Election: JM addressed the upcoming Welsh parliamentary election, scheduled for May. • The success of the @home services was highlighted. The service aims to keep patients at home rather than in hospitals, providing them with the care they need in a more comfortable and familiar environment.
Inform	<p>Workforce Metrics Update A new one-page visual summary has been developed and was shared with LPF for comment. This is a step towards aligning our people metrics with the new people plan and success measures. Currently, the team are reviewing all the data we gather across the People Directorate to determine what we should continue measuring and what new metrics we need. We're also assessing the accuracy and timeliness of our data to ensure it is up-to-date and relevant. The goal is to provide a clear organisational picture, identify key challenges, and celebrate our successes.</p> <p>The key point from the month 5 finance report were discussed, and include:</p> <ul style="list-style-type: none"> • The M5 YTD overspend of £6.3m includes a £7.0m shortfall in savings. • Following confirmation of lower than anticipated allocations for the 24/25 pay award (£1.7m lower than anticipated), the YTD position has recognised a £0.7m adverse impact. • Following confirmation of lower than anticipated allocations for the 25/26 national insurance changes (£2.1m lower than anticipated), the YTD position has recognised a £0.9m adverse impact. • During M4 the Health Board were made aware of a permanent injury benefit claim which has resulted in a provision of £1m having to be recognised, at M4 the YTD position has recognised £0.4m of this adverse impact. • During M5 the Health Board has confirmed an accountancy gain of £4m which has been recognised. <p>People Plan Update was provided which is closely linked to the staff survey, emphasising that the feedback from last year's survey informed many actions in the current people plan. The plan was launched on June 23rd, and in the past three months, efforts have focused on communication and engagement to ensure staff are aware of the plan and see their feedback reflected in it. Various communication channels have been used, including emails, SharePoint discussions, all-staff Q&A sessions, video blogs, and a new microsite hosting people plan and staff</p>



	<p>survey resources. Managers have been invited to briefing sessions on the people plan, recognising their key role in translating messages and discussing them with their teams. These sessions included members of the executive team, trade unions, care group leadership, and the People Directorate, emphasising the organisational ownership of the plan. The "You Said, Together We Did" initiative was launched to show the link between staff feedback and actions taken. This will be a living item, updated monthly. Early deliverables of the plan include the launch of a people services telephone line, a policy workbook focusing on recruitment and selection, and family-friendly policies. A new line manager design group was created to test ideas and resources, with 60 volunteers already participating. In addition there will be a launch of bite-sized learning and development sessions for line managers, starting with a session on honest and challenging conversations, which is fully subscribed. Progress has been made on the Speaking Up Safety initiative, the Seren Awards, and the development of a sickness absence action plan.</p> <p>The progress and challenges of the lateral moves scheme, which supports workforce flexibility and career development within the health board. An overview of the scheme's development, its alignment with key strategies, and recent improvements made. The scheme has shown positive results, including a 42% increase in complete transfers since July, but faces challenges such as vacancy availability and the need for specialist roles. An action plan is in place to address issues like applicant wait times, which have been significantly reduced. The scheme is currently open to Band 2 HCSW and Band 5 registered nurses and midwives, with plans for expansion. Continuous engagement required with staff and improvements in communication, guidance, and training are emphasised to ensure the scheme meets staff needs and enhances workforce flexibility.</p> <p>The group were informed of the need to increase retail prices due to inflation. It was noted that the HB has absorbed significant inflation over the past few years, including a 2.3% price increase in May 2023. Despite efforts to maintain discounts for staff and absorb costs, the HB must now raise prices to cover increased costs in the retail area. It was emphasised that this is not about generating profit but covering incurred costs and noted that the HB's prices remain reasonable in comparison to external providers.</p>
Appendices	•



4. Assessment

Objectives / Strategy	
Dolen i Nod (au) Strategol BIP CTM / Link to CTMUHB Strategic Goal(s)	Inspiring People
	If more than one applies please list below: Creating Health Improving Care Sustaining our Future
Dolen i Feysydd Strategol BIP CTM / Link to CTMUHB Strategic Areas	Living Well
	If more than one applies please list below:
Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals <i>150623-guide-to-the-fg-act-en.pdf (futuregenerations.wales)</i>	A Prosperous Wales
	If more than one applies please list below:
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality</i> <i>(Duty of Quality Statutory Guidance (gov.wales))</i>	Culture and Valuing People
	If more than one applies please list below:
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality</i> <i>(Duty of Quality Statutory Guidance (gov.wales))</i>	Person Centred
	If more than one applies please list below: Effective Efficient Equitable Timely Safe
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable
	If more than one applies please list below:

Impact Assessment		
Ansawdd <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? / Quality</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below: NA



<p><i>Have you undertaken a Quality Impact Assessment Screening?</i></p>		
<p>Cydraddoldeb a'r Gymraeg <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb a'r Gymraeg? /</i> Equality and Welsh Language <i>Have you undertaken an Equality and Welsh Language Impact Assessment Screening?</i></p>	<p>Yes: <input type="checkbox"/></p> <p>Outcome for Equality (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE</p> <p>Outcome for Welsh Language (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE</p>	<p>No: <input checked="" type="checkbox"/></p> <p>If no, please include rationale below:</p>
<p>Cyfreithiol / Legal</p>	<p>There are no specific legal implications related to the activity outlined in this report.</p>	
<p>Enw da / Reputational</p>	<p>There is no direct impact on the reputation of the Health Board as a result of the activity outlined in this report.</p>	
<p>Effaith Adnoddau <i>(Pobl / Ariannol) /</i> Resource Impact <i>(People / Financial)</i></p>	<p>There is no direct impact on resources as a result of the activity outlined in this report.</p>	

5. Recommendation

- 5.1 The Board is asked to **NOTE** the highlights outlined in section 3 of this report.