



**Betsi Cadwaladr University Health Board (BCUHB)
Stakeholder Reference Group (SRG)**

Notes of the meeting held on 04.03.24

Present:	Representative of:
Cllr. Mike Parry	One Voice Wales (Chair)
Peter Lewis	Housing Associations (Vice Chair)
Lyndsey Campbell-Williams	Medrwn Mon Voluntary Services Council
Fiona Evans	Conwy Voluntary Services Council
Sherry Weedall	Denbighshire Voluntary Services Council
Cllr Penny Andow	Conwy County Borough Council
Cllr Arnold Woolley	Flintshire County Council
Cllr Dilwyn Morgan	Gwynedd County Council
Cllr John Pritchard	Wrexham County Borough Council
Linda Kinani	Carers Outreach Service
Allen Bewley	Flintshire Local Voluntary Council
Steve Williams	Locality Manager, WAST
In Attendance:	
Carol Shillabeer	Chief Executive Officer (BCUHB)
Helen Stevens Jones	Director of Partnerships, Engagement and Communications, BCUHB
Phil Meakin	Acting Board Secretary, Associate Director of Governance, Governance & Communications, BCUHB
Llinos Roberts	Executive Business Manager (Chair's Office), BCUHB
Paolo Tardivel	Director Of Transformation & Improvement, BCUHB
Gordon Hughes	Llais
Lowri Gwyn	Lingo Cyf (translation)

Agenda item	Action
<p>S24/01 Welcome and apologies</p> <p>S24/01.1 The Chair welcomed all to the meeting. Apologies were received from Trystan Pritchard, and Bethan Russell Williams.</p>	
<p>S24/02 Declarations of Interest</p> <p>S24.02.1 None were raised.</p>	

<p>S24/03 Draft minutes from previous meeting held on 4.12.23 and Summary Action Log</p> <p>S24/03.1 The minutes were agreed as a true and accurate record.</p> <p>S24/03.2 The table of actions was updated, and the agreed actions were closed. All updates were noted on the Action Log.</p>	
<p>S24/04 Director’s Report</p> <p>S24/04.1 Helen Stevens Jones presented her report to the meeting. It was reported that the Audit Wales Board Effectiveness follow up report had been published. Members were advised that the Health Board had made progress but that there was more work to be done. It was noted that a considerable amount of work had been undertaken in ensuring stakeholders had been involved in the work.</p> <p>S24/04.2 A programme of engagement events had been arranged and were taking place across north Wales. In addition a virtual session on Zoom was arranged for 4th March 2024 and over 100 people had registered for this.</p> <p>S24/04.3 In order to strengthen and shape our engagement, a number of ‘champions’, both internal and external, will be brought together, and members were invited to be involved in this work. A new Citizen’s Experience report has been introduced to Board members which has been well received.</p> <p>S24/04.4 The report was noted.</p>	
<p>S24/05 Special Measures Update</p> <p>S24/05.1 Paolo Tardivel attended the meeting to present an update report to members on progress against the Special Measures framework. The third cycle had recently ended and a number of milestone had been completed. As above, the Audit Wales Board Effectiveness follow up report had been received and provided positive feedback, although acknowledged that there was further work to be done. An annual report on Special Measures was being submitted to the Health Board at the end of March which would cover all independent reviews undertaken and would provide updates against each of the 10 key areas of progress made.</p> <p>S24/05.2 For 2024/25 Special Measures would be incorporated within the Health Board’s Three Year Integrated Plan to ensure that this work was incorporated into the core business of the Health Board.</p> <p>S24/05.3 Carol Shillabeer reported that focus was now on developing an effective organisation to provide the best experience for both patients and staff.</p> <p>S24/05.4 Peter Lewis supported improved governance arrangements as a key stage in developing an effective organisation.</p>	

<p>S24/05.5 The report was noted.</p>	
<p>S24/06 Integrated Three Year Plan – Update Report</p> <p>S24/06.1 Following the SRG Workshop on 29th January 2024, Paolo Tardivel provided members with a further update on the development of the Integrated 3 Year Plan, setting the scene as to how this would be delivered in partnership. It was stressed to members the need for the Health Board to start thinking about a longer 10 year strategic space. Whilst a significant amount of work had been undertaken, there was further work to be done and there was a need to ensure that this was interlinked with the work through the Special Measures framework to ensure that our priorities were met in a timely manner.</p> <p>S24/06.2 The Health Board were currently not in a position to have its planning based on organisational strategy due to being in Special Measures, and that Special Measures would need to be incorporated into our usual planning processes. The narrative of the plan would be based around the five Special Measures outcomes with organisational plans sitting behind these in order to steer the organisation through the longer term. These were:</p> <ul style="list-style-type: none"> • Building an effective organisation • Developing strategy for long lasting change • Creating compassionate culture, leadership and engagement • Improving quality, outcomes and experience • Establishing an effective environment and learning <p>S24/06.3 Members were advised that, in order to develop a plan and ensure a healthy, sustainable organisation, it was key to ensure engagement from stakeholders and to ensure that BCUHB was a ‘good partner’ and worked in partnership in terms of pooling resources and ideas.</p> <p>S24/06.4 Key for members to understand was the financial outlook within which the Health Board was operating, with a £134m deficit at the beginning of 2023/24. Considerable work had been undertaken to reduce this to a planned outturn of £33m deficit. WG had requested further reduction to £20m deficit however it was not anticipated that this reduced target could be met. Members were advised that work had been undertaken on value and sustainability and that we would be looking at these areas in terms of clinical variation, non-pay, medicines management, continuing health care and workforce.</p> <p>S24/06.5 Carol Shillabeer advised that winter pressures, although now experienced all year round, resulted in increased costs in terms of additional bed demand and staff sickness. In addition this year, industrial action had impacted costs as this was not covered by WG. It was important that progress continued to be made and that delivery of the £35m deficit would be down to discipline, culture and practice.</p>	

<p>S24/06.6 Helen Stevens Jones advised members that feedback from the SRG following the workshop on 29th January 2024 had been referenced within the development of the plan and was helping to prioritise the plan and shaping what we are doing.</p> <p>S24/06.7 In response to a query from the Chair regarding reassurance that the work undertaken by the Targeted Intervention Groups was feeding into the process, Paolo Tardival advised that, in moving across from Targeted Intervention to Special Measures, we have focussed on drawing this work across.</p> <p>S24/06.8 Phil Meakin reported that the ‘plans on a page’ completed as part of targeted intervention were being reviewed at the end of the 3rd cycle to ensure that these are checked off. Considerable work had been undertaken on the detailed work on these which would be shared if requested.</p> <p>S24/06.9 Paolo Tardivel was thanked for attending the meeting and providing updates. It was agreed to note the report.</p>	
<p>S24/07 Governance Arrangements Updates</p> <p>S24/07.1 Phil Meakin, Acting Board Secretary, presented his update report to the meeting</p> <p>S24/07.2 SRG Terms of Reference – Members were advised that all BCU Committees and Advisory Group’s Terms of Reference had been revised in line with WG Model Standing orders to bring them in line with the rest of Wales. These had been submitted to the Board at its meeting on 25th January 2024 for approval, and subsequently presented to the meeting for noting. Members were thanked for their earlier input into the process.</p> <p>S24/07.3 SRG Cycle of Business – This had been submitted to the Board meeting on 25th January 2024 for noting. Members were advised that this was a live document and formed the basis of the agenda for the coming year. Items for consideration and discussion at SRG would emerge as the year progressed. The Chair welcomed the paper and the opportunity to shape agendas for future meetings to ensure full engagement with the SRG members. Members were requested to consider items for discussion at future meetings.</p> <p>S24/07.4 Membership and potential opportunities at meetings for members – The Chair advised that membership of the group had been declining over previous months however approaches from other organisations (Llais, Carers Outreach, North Wales Cancer Forum and MIND Cymru) had been made to join the SRG as members. Feedback from the SRG Workshop on 29th January 2024 indicated a willingness to expand membership of the group to ensure wider engagement.</p> <p>S24/07.5 The Chair requested that members consider whether there was a wish for each of their representative organisations to have the opportunity in</p>	<p style="text-align: center;">All</p>

<p>turn to address the meeting to expand and brief members on their organisation's role and how they felt membership of the SRG benefitted them.</p> <p>S24/07.6 Members welcomed the opportunity to further progressing joint working and it was agreed that a 20 minute slot be allocated at the beginning of each meeting for this.</p> <p>S24/07.7 Phil Meakin welcomed the opportunity to hear from the different organisations which would further embed our engagement work. This would be picked up at the agenda setting meetings and included on the cycle of business.</p> <p>S24/07.8 It was agreed that the report be noted.</p>	<p>All</p>
<p>S24.08 Feedback from the Health Board meeting on 25th January 2024</p> <p>S24/08.1 The Chair provided an update report on matters discussed at the Health Board meeting on 25th January 2024 which had included:</p> <ul style="list-style-type: none"> • Special Measures work – WG had acknowledged progress but that further work was required • Terms of Reference – final drafts of Committee and Advisory Group Terms of Reference had been approved. <p>S24/08.2 The Chair advised that, as an Associate Member of the Board, he had also attended other BCU meetings which included Board Development Sessions and newly established Health Board Leadership Events. Further Board engagement events were being held across north Wales over the course of the year.</p> <p>S24/08.3 The Chair further advised that he had visited the three acute mental health units and would provide a further report to the next meeting. He wished his thanks to be expressed to the staff for their dedication and enthusiasm.</p>	<p>MP</p>
<p>S24/09 Any Other Business</p> <p>S24/09.1 It was agreed that the next SRG meeting would be held in person, with the option for dial-in by exception. Deputies were welcomed to attend meetings if required.</p>	
<p>S24/10 Date of the next meeting</p> <p>3rd June 2024 in person at a venue to be confirmed.</p>	

Attendance Register

Name	Organisation Represented	12.6.23	4.9.23	4.12.23	4.3.24
Mike Parry (Cllr)	One Voice Wales (Vice Chair)	✓	✓	✓	✓
Alan Morris	Assistant Director of Partnerships & Public Affairs	✓	x	x	x
Allen Bewley	Flintshire Local Voluntary Council	✓	x	x	✓
Alun Roberts (Cllr)	Anglesey County Council	✓	x	x	x
Christine Marston (Cllr)	Denbighshire County Council	x	x	x	x
Clive Nadin	Care Forum Wales	x	✓	x	x
Dilwyn Morgan (Cllr)	Gwynedd County Council	✓	x	x	✓
Dylan Williams	Assistant Director Health Strategy, BCUHB			✓	x
Fiona Evans	Conwy Voluntary Services Council	✓	x	✓	✓
Frank Bradfield (Cllr)	Conwy County Council	x	Attempted to join – tech. issues	✓	✓ Cllr Penny Andow
Gwilym Ellis Evans	Mantell Gwynedd	x	Tenure Ended		
Helen Stevens-Jones	Director of Partnerships, Communications & Engagement – BCU Lead Executive	✓	✓	Andrew Rogers deputised	✓
Hilary McGuill (Cllr) Arnold Woolley (Cllr) – from Jan 2024	Flintshire County Council	✓	HMG Tenure ended		✓
Jackie Allen	AVOW Wrexham Third Sector	✓	✓	x	x
Jackie Allen / Adrian Drake-Lee	NWCHC Chair / NWCHC Vice Chair	✓	✓	x	x
John Pritchard (Cllr)	Wrexham County Council	✓	x	x	✓
Linda Kinani	Carers Outreach Service			✓	✓

Peter Lewis	Housing Associations		✓	✓	✓
Robert Moore (Prof)	North Wales Regional Equality Network	x	Tenure Ended		
Sally Baxter / Dylan Williams	Assistant Director Health Strategy, BCUHB	x	DW	DW	
Sherry Weedall	Denbighshire Voluntary Services Council	✓	x	✓	✓
Sian Purcell / Lyndsey Campbell-Williams	Medrwn Mon Voluntary Services Council	x	x	✓LC-W	✓ LCW
Steve Sheldon / Steve Williams	Welsh Ambulance Services Trust	✓SW	✓SW	x	✓ SW
Trystan Pritchard	North Wales Hospices	✓	✓	✓	Apols