



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

**Notes of the meeting held on 4.12.23**

| <b>Present:</b>           | <b>Representative of:</b>   |
|---------------------------|---|
| 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  |
| Cllr. Frank Bradfield     | Conwy County Council  |
| Linda Kinani              | Carer's Outreach  |
| Trystan Pritchard         | North Wales Hospices  |
| Sherry Weedall            | Denbighshire Voluntary Services Council   |
| Bethan Williams           | Mantell Gwynedd Voluntary Services Council  |
| Cllr. Arnold Woolley      | Flintshire County Council   |
| <b>In Attendance:</b>     |   |
| Dyfed Edwards             | Interim Chair (BCUHB)   |
| Carol Shillabeer          | Interim Chief Executive Officer (BCUHB)   |
| Fiona Lewis               | Corporate Business Officer  |
| Phil Meakin               | Acting Board Secretary, Associate Director of Governance, Governance & Communications |
| Geraint Parry             | Quality Improvement Fellow, Transformation and Improvement                            |
| Llinos Roberts            | Executive Business Manager (Chair's Office)   |
| Andrew Rogers             | Head of Corporate Communications (deputising for Director Lead, Helen Stevens-Jones)  |
| Dylan Williams            | Assistant Director, Health Strategy Planning  |
| Neil Windsor              | Deputy Director Of Transformation, Transformation and Improvement                     |

| <b>Agenda item</b>   | <b>Action</b> |
|--|---------------|
| <p><b>S23/38 Welcome and apologies</b></p> <p><b>S23/38.1</b> The Chair warmly welcomed all to the meeting. Apologies were received from Helen Stevens-Jones (Director Of Partnerships, Communications and Engagement) - Andrew Rogers to deputise, Cllr. Alun Roberts (Ynys Mon) and Allen Bewley (Flintshire Local Voluntary Council).</p> |               |
| <p><b>S23/39 Declarations of Interest</b></p> <p><b>S23/39.1</b> None were raised.</p>   |               |

|  |                               |
|--|-------------------------------|
| <p><b>S23/40 Draft minutes from previous meeting held on 4.9.23 and Summary Action Log</b></p> <p><b>S23/40.1</b> The minutes were agreed as a true and accurate record.</p> <p><b>S23/40.2</b> The table of actions was updated, and the agreed actions were closed. All updates noted on Action Log.</p> <p><b>S23/40.3</b> The Interim Chief Executive Officer suggested that the Workshop on 29.1.24 would be an ideal opportunity for the SRG to be involved in shaping the Health Board’s next 3 Year Plan, due to be submitted to Welsh Government at the end of March 2024.</p>  | <p><b>MP / HS-J / OBS</b></p> |
| <p><b>S23/41 Director’s Report – Andrew Rogers, deputising for Helen Stevens-Jones</b></p> <p><b>S23/41.1</b> Andrew Rogers (AR), Head of Corporate Communications, presented the report and highlighted the direction the Partnership, Engagement and Communications (PEC) Team were taking.</p> <p><b>S23/41.2</b> AR asked if Members had suggestions as to how best raise the visibility of some key senior leaders and Independent Members of the Board – both Executive and Independent. AR noted that in the New Year his team would be helping Board Members have an active presence on some social media platforms, to enable them to personally engage with staff and public.</p> <p><b>S23/41.3</b> AR noted that the PEC Team was in the process of creating a programme of events and opportunities, where Senior staff and Board Members could actively engage with members of the public and partners at various events and once again asked for any suggestions of possible future events.</p> <p>The report was <b>noted</b>.</p> |                               |
| <p><b>S23/42 Governance Arrangements for SRG – Phil Meakin</b></p> <p><b>S23/42.1</b> Phil Meakin (PM), Acting Board Secretary, Associate Director of Governance, Governance &amp; Communications, presented his report which provided an update on the governance arrangements for the SRG. PM welcomed the appointments of Mike Parry to the new Chair and Peter Lewis, to Vice-Chair and thanked Members for their time and commitment during both appointment processes.</p> <p><b>S23/42.2</b> PM addressed the development of Terms of Reference (ToR) for the Group to ensure it was aligned with the Welsh Government’s standing orders. PM confirmed that the draft ToR had been reviewed by The Audit Committee on 16.11.23 and considered and received by the Board on 30.11.23. PM reported that there was to be a final meeting with Mike Parry and Helen Stevens-Jones, as Chair and lead Executive, to ensure suitability</p>   |                               |

|   |                  |
|---|------------------|
| <p>before being agreed at Board in January 2024. PM to provide an update at the next meeting.</p> <p><b>S23/42.3</b> PM confirmed that he met with Trystan Pritchard and Jackie Allen, where it was established that there needed to be a fair and consistent approach to SRG membership. He reported that the standing orders clearly set out parameters for tenure of SRG membership – 3 years and 2 years, with no more than 5 consecutive years – and should the Board approve the ToR in January 2024, a piece of work will be required for anyone whose tenure would be or was beyond the 5 year mark.</p> <p>The report was <b>noted</b>.</p>  | <p><b>PM</b></p> |
| <p><b>S23/43 Special Measures Update – Geraint Parry</b></p> <p><b>S23/43.1</b> Geraint Parry (GP), Quality Improvement Fellow, provided a verbal update, noting that considerable progress had been made regarding establishing a well-functioning Board – as evidenced by the appointments of Carol Shillabeer as substantive CEO, Gareth Williams as the new Vice-Chair along with Urtha Feldman and Caroline Turner, the two new Independent Members (IMs). GP also noted that advertisements for two new IMs were imminently due to go out in conjunction with Welsh Government, and that the recruitment of a substantive Chair was in its latter stages.</p> <p><b>S23/43.2</b> GP reported that endeavours continued to create a well-functioning Board and he was pleased to note that Dyfed Edwards, Interim BCUHB Chair, had approved the Board Induction programme and that the Board Development programme was developing well. GP also pointed out that three key frameworks had been approved at the September Board meeting – Risk Management, Performance and Planning - and felt that these provided very important foundational steps for good decision making, governance and forward planning.</p> <p><b>S23/43.3</b> Leadership and Engagement was noted as a key component to structuring the plan and GP was pleased to share that there had been substantial strides in the reduction in use of interims noting that in September there had been more than 50 and that by the end of November this had reduced to 2.</p> <p><b>S23/43.4</b> GP acknowledged that patient outcomes and experiences remained extremely important; that work had been taking place assessing improvement plans in some of the challenged areas and was pleased to share that there had been very good progress in both Oncology and Dermatology Services. He also confirmed that the business case for the new orthopaedic hub at Llandudno hospital had been approved at the September Board.</p> <p><b>S23/43.5</b> Members had been made aware that Welsh Government had commissioned its own independent reviews various areas of the organisation; four of these had reported to date – the Patient Safety Review, the Mental Health In-Patient Safety Review, a Review of Governance of the Office of the</p> |                  |

|   |                         |
|---|-------------------------|
| <p>Board Secretary and a Review of the Organisation’s use of Interims. It was noted that each of these reviews had been through development sessions of the appropriate Board committees and the reviewer was invited to attend and present their finding to the committees and Management then provided their own management response, which has been to the committee. To ensure transparency, each of these reviews was published in the Board papers available online.</p> <p><b>S23/43.6</b> GP noted that the organisation had just entered the third and last 90-day cycle within the stabilisation phase - the last stage within the 9 month period. The intention is that in March 2024, at the end of this final cycle there will be an assessment before moving into the Standardisation phase in April 2024. GP confirmed that he, Mike Parry, Trystan Pritchard, Dylan Williams and senior members representing each of the three Integrated Health Communities had agreed to meet w/c 11<sup>th</sup> December to discuss future Special Measures plans.</p> <p><b>S23/43.7</b> Members were pleased to note the positive news provided by GP.</p> <p>The verbal update was <b>noted</b>.</p>   |                         |
| <p><b>S23/44 Llandudno Additional Planned Care Business Case Update - Neil Windsor</b></p> <p><b>S23/44.1</b> Neil Windsor (NW), Deputy Director Of Transformation and Improvement, provided his update, and talked through the vision and aims of the £29.4m investment approved by the Health Minister for Phase 1 of the Llandudno Hospital Orthopaedic Business Case.</p> <p><b>S23/44.2</b> NW wished it noted that whilst Welsh Government had approved the Phase 1 business case (the provision of two new theatres, refurbishment of a x19 bed ward, significant radiology investment, a day reception area, additional car parking and Recovery beds with availability for PACU), the September Board. In addition to this, The Board also approved a Phase 2 scenario, which would look at providing additional high volume, short stay, low complexity orthopaedic activity off-site from the acute sites and work is now underway to progress the Phase 2 Business Case. Carol Shillabeer expressed her hope that at January’s workshop, members might be able to discuss Phase 2.</p> <p><b>S23/44.3</b> NW confirmed that to mitigate inflationary pressures, preparation work was due to start onsite immediately and construction due to start in January 2024, with the expectation that Phase 1 would be fully functioning by Christmas 2024.</p> <p><b>S23/44.5</b> The SRG Chair congratulated the team for presenting such a compelling case to Welsh Government, however members raised concerns regarding public transport and access, asking what work had been done to mitigate the problems a regional hub might create. NW confirmed that he appreciated that this was an issue and work was being done in this regard. However, bearing in mind the extensive waiting times, when the public have</p> | <p><b>MP / HS-J</b></p> |

|   |                  |
|---|------------------|
| <p>been asked as to which would be their preference – timely surgery or care closer to home – people suggested the former. NW reported that in terms of both patients requiring transport to get to the Llandudno hub and those patients with complex social care requirements, work was already underway developing appropriate pathways. Following on from the increase in centralised orthopaedic activity in Abergele, the solutions being implemented there would be transferred to Llandudno when Phase 1 opens. Currently, there are a very small number of patients unable to travel to Abergele, and work is underway to understand why and to offer support. Members were reassured.</p> <p><b>S23/44.6</b> Members were supportive of the capital investment involved, however expressed concern about the recruitment of specialist staff required to carry the new capacity. NW reported that this had been a concern from the outset, and that there will be a requirement for an additional 31 full time equivalent sub-specialty staff once work transfers from Abergele to Llandudno and that targeted work had taken place to develop recruitment plans. NW was pleased to report that those tasked with developing their workforce plans did not foresee any significant risk in terms of recruitment, following on from the over-subscription to similar roles to cover the increased activity that had already taken place at Abergele. There was significant evidence that suggested the attractiveness of Llandudno being a ring-fenced centre of excellence would prove a meaningful lure for staff.</p> <p><b>S23/44.7</b> Members asked for assurance that the Llandudno Orthopaedic aspirations would not falter, as had been the case with similar promises regarding the Vascular service back in 2019. Carol Shillabeer (CS), Interim Chief Executive Officer, assured Members that this was an understandable question however the organisation’s existing orthopaedic surgeons were very excited about the possibilities and potential of this new hub of excellence. CS reflected on her understanding of the 2019 proposed Vascular Service improvements and felt that the attention to detail on outcomes and experience had not been there and that problems had not been dealt with as they occurred – both of these concerns were being addressed with the new project.</p> <p>The report was <b>noted</b>.</p> |                  |
| <p><b>S23/45 Planning Verbal Update (Dylan Williams)</b></p> <p><b>S23/45.1</b> Dylan Williams (DW), Assistant Director, Health Strategy Planning, provided a verbal Planning update, highlighting the organisation’s wish to engage with and involve the SRG in future plans in a timely and meaningful manner and the intention for involvement to take place on a much more regular basis moving forward.</p> <p><b>S23/45.2</b> DW stressed the need for sharing of intelligence and to this end his intention that knowledge should be shared on a weekly/monthly basis and not purely for the meetings alone. Members were concerned that historically the public had not been kept abreast of the organisations future plans and that</p>  | <p><b>DW</b></p> |

|   |                  |
|---|------------------|
| <p>engagement had been lacking and welcomed the organisation's appreciation of this and willingness to change.</p> <p><b>S23/45.3</b> Members asked for the organisation to maximise existing contacts in communities and not attempt to create new ones, as there is already a wide raft of third sector networks across every county in North Wales.</p> <p><b>S23/45.4.</b> Members asked to be provided with examples of evaluation work that demonstrated how the organisation had listened and amended or progressed some decision(s).</p> <p>The verbal update was <b>noted</b>.</p>   | <b>DW</b>        |
| <p><b>S23/46 Partnerships, Engagement &amp; Communications Strategy</b></p> <p><b>S23/46.1</b> See item S23/41 above.</p>   |                  |
| <p><b>S23/47 Items of Interest for Future Meetings, from SRG Members</b></p> <p><b>S23/47.1</b> The SRG Chair suggested that January's workshop would be the best place to deal with these items.</p>   | <b>MP / HS-J</b> |
| <p><b>S23/48 Feedback from the Health Board – Mike Parry</b></p> <p><b>S23/48.1</b> Mike Parry (MP), SRG Chair, provided an update of his first Board meeting, as an accredited member. He acknowledged the substantial challenges facing the Health Board and recognised that the SRG plays its part. MP described the insight he and other Board Members were provided into some of the most successful Health Boards and organisations in both the UK and Europe, and felt that what had become clear to him was that a huge change in culture was needed which must start and cascade down from the top. He was very impressed with the make-up and cross-section of the newly appointed Board; he felt that the Board showed tremendous leadership potential. MP reminded Members that he would impress upon the Board the need for the SRG to be involved in planning at a much earlier stage; MP also reflected on his concern regarding poor attendance at recent SRG meetings and how the Group should cast its net wider to invite more local organisations to join the SRG</p> <p><b>S23/48.2</b> MP concluded by stating that as the Board was changing, the organisation must change and he hoped the SRG would positively contribute to this.</p> |                  |
| <p><b>S23/49 For Information</b></p> <p>All items were noted.</p>   |                  |
| <p><b>S23/50 Any Other Business</b></p> <p><b>S23/50.1</b> Members requested that in an effort to encourage external involvement with the SRG, they be provided with a few bullet points/key</p>  |                  |

|  |                      |
|--|----------------------|
| messages to share with relevant parties. It was agreed that this could be discussed at the January Workshop. | <b>MP /<br/>HS-J</b> |
| <b>S23/51 Date of next meeting</b><br><br>There will be a Workshop on 29 <sup>th</sup> January 2024.         |                      |

### Attendance Register

| Name  | Organisation represented                   | 5.12.22 | 12.6.23 | 4.9.23                           | 4.12.23             |
|---|--|---------|---------|----------------------------------|---------------------|
| Mike Parry (Cllr)<br>(SRG Chair wef Oct 2023) | One Voice Wales                            | ✓       | ✓       | ✓                                | ✓                   |
| Peter Lewis<br>(SRG Vice Chair wef Dec 2023)  | Housing Associations                       |         |         | ✓                                | ✓                   |
| Alun Roberts (Cllr)                           | Anglesey County Council                    | ✓       | ✓       | X                                | X                   |
| Dilwyn Morgan (Cllr)                          | Gwynedd County Council                     | ✓       | ✓       | X                                | X                   |
| Christine Marston (Cllr)                      | Denbighshire County Council                | X       | X       | X                                | X                   |
| Frank Bradfield (Cllr)                        | Conwy County Council                       | ✓       | X       | Attempted to join – tech. issues | ✓                   |
| Hilary McGuill (Cllr)                         | Flintshire County Council                  | X       | ✓       | Tenure ended                     | Cllr Arnold Woolley |
| John Pritchard (Cllr)                         | Wrexham County Council                     | ✓       | ✓       | X                                | X                   |
| Sian Purcell /<br>Lyndsey Campbell-Williams   | Medrwn Mon Voluntary Services Council      | X       | X       | X                                | ✓ LC-W              |
| Gwilym Ellis Evans                            | Mantell Gwynedd                            | ✓       | X       | Tenure Ended                     |                     |
| Sherry Weedall                                | Denbighshire Voluntary Services Council    | X       | ✓       | X                                | ✓                   |
| Fiona Evans                                   | Conwy Voluntary Services Council           | ✓       | ✓       | X                                | ✓                   |
| Allen Bewley                                  | Flintshire Local Voluntary Council         | ✓       | ✓       | X                                | X                   |
| Jackie Allen                                  | AVOW Wrexham Third Sector                  | ✓       | ✓       | ✓                                | X                   |
| Linda Kinani                                  | Carer's Outreach                           |         |         |                                  | ✓                   |
| Clive Nadin                                   | Care Forum Wales                           | X       | X       | ✓                                | X                   |
| Robert Moore (Prof)                           | North Wales Regional Equality Network      | ✓       | X       | Tenure Ended                     |                     |
| Trystan Pritchard                             | North Wales Hospices                       | ✓       | ✓       | ✓                                | ✓                   |
| By invitation                                 |  |         |         |                                  |                     |
| Steve Sheldon / Steve Williams                | Welsh Ambulance Services Trust             | ✓       | ✓ SW    | ✓ SW                             | X                   |
| Jackie Allen / Adrian Drake-Lee               | NWCHC/Llais Chair / NWCHC/Llais Vice Chair | ✓       | ✓       | ✓                                | X                   |



| In attendance                 |  |   |     |     |                         |
|-------------------------------|--|---|-----|-----|-------------------------|
| Helen Stevens-Jones           | Interim Director of Partnerships, Communications & Engagement – BCU Lead Executive | x | HSJ | HSJ | Andrew Rogers deputised |
| Alan Morris                   | Assistant Director of Partnerships & Public Affairs                                | x | ✓   | x   | x                       |
| Sally Baxter / Dylan Williams | Assistant Director Health Strategy, BCUHB  | x | x   | DW  | DW                      |