



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

**Notes of the meeting held on 01.09.2025**

<b>Present:</b>	<b>Representing</b>
Peter Lewis	Chair (Director of Resources+, Cartrefi Conwy)
Thea Brain	Policy Advisor, Care Forum Wales
Sherry Weedall	Denbighshire Voluntary Services Council
Roger Seddon	Llais Cymru
Helen Stevens Jones	Director of Partnerships, Engagement and Communications, BCUHB
John Pritchard	Wrexham Local Authority
<b>In Attendance:</b>	
Dyfed Edwards	Health Board Chair
Stuart Keen	Director of Environment and Estates
Dylan Williams	Assistant Director, Health strategy Planning
<b>Committee Support</b>	
Laura Jones	Acting Corporate Governance Manager

<b>Agenda item</b>
<b>PRELIMINARY MATTERS</b>
<b>SRG25/32 Welcome and apologies</b>
<p>The Chair of the Committee welcomed all to his first meeting as Chair.</p> <p>Apologies were received from Cllr. Penny Andow, Alun Roberts, Elen Heaton, Bethan Russell-Williams, Dilwyn Morgan and Lyndsey Campbell-Williams.</p>
<b>S25/33 Declarations of Interest</b>
<p>No declarations of interest were raised.</p>
<b>S25/34 Draft minutes from previous meeting held on 2 June 2025 and Summary Action Log</b>
<p>It was agreed that the minutes of the meeting, held on 02.06.25, were a true and accurate record.</p> <p>Roger Seddon wished to express his appreciation for the speedy response to his question posed during the previous meeting.</p>

**SRG25/35 Summary Action Log**

The Committee reviewed the action log and agreed to close the actions proposed for closure. Updates were provided.

Due to low attendance, the possibility that the meeting was not quorate was raised; it was agreed that any suggestions for closure be noted and agreed at December's meeting.

**SRG25/36 Introduction and Overview – verbal update.**

Peter Lewis introduced himself as the new Chair, describing his background. PL is the Housing Associations' representative to the SRG, in his current position as Director of Resources at Cartrefi Conwy. PL worked as an accountant up to 2007, then joined the Conwy and Denbighshire Trust as Head of Finance for Shared Services, the Health Board and finally joined Cartefi Conwy in 2018.

PL talked through his vision for the SRG under his tenure; he will ensure through his place on the Board to provide SRG feedback, and relevant updates from Health Board representatives. This is to ensure that the SRG is an effective group and makes a difference.

PL will look at providing a digest following each meeting. This will include information/updates appropriate to share with each Members' organisation.

**Action:**

- **SRG25/36.1 PL and HS-J** to agree format of digest to share with Members' organisations post-meeting.

The Group

- **NOTED** the Introduction.

**SRG/37 Update on Appointment of Chair and Vice-Chair – verbal update**

Laura Jones, deputising for Pam Wenger, shared an update regarding the appointment of Peter Lewis as Chair; also shared the process for seeking expressions of interest for the Vice Chair role from existing members.

LJ confirmed that Peter Lewis had been confirmed as Chair of the SRG by Welsh Government and clarified the process to seek expressions of interest for the Vice Chair.

The Group

- **NOTED** the appointment of the Chair of the Stakeholder Reference Group
- **AGREED** that the Chair will write to the Members seeking expressions of interest of the Vice Chair role.

**STRATEGIC PRIORITIES****SRG25/39 Special Measures Update**

Dylan Williams presented the update, highlighting the following areas:

- In July, the Special Measures Assurance Board presented measurable progress to Welsh Government, outlining achievements over the previous six months against Special Measures priorities and de-escalation criteria, along with future areas of focus. Significant areas of improvement were acknowledged by Welsh Government, with positive developments noted across planning processes.
- The Health Board submitted its first ever financially balanced IMTP, for 2025-28. Although the plan was not approved, there was acknowledgement of the progress made in planning.
- In 2024/25 the Health Board closed with a deficit of £7.6m (£0.9m less than the control total) Audit Wales praised the Health Board for its openness and strong relationships, noting embedded and improved Standing Orders, financial instructions and conformance reporting.
- Progress was made in the development of Strategic Intent for North Wales with continued engagement with partners via the Regional Partnership Board
- Improvements were also acknowledged for Organisational Planning
- In respect of the Annual Plan, delivery improved to 85% in 2024/25 from 67% the previous year.
- The Health Board maintained focus on delivering improvements in Planned Care Services, overseeing 47% improvement for patients waiting over 104 weeks, in six months.
- Urgent and Emergency Care remains challenging however positive trends were reported across the region
- Major progress was noted for Adult Mental Health & CAMHS. Significant reductions delivered in long waits and CAMHS meeting 2 or the 3 de-escalation criteria, aiming for full compliance this fiscal year.
- Welsh Government acknowledged strengthened leadership structures and clinical engagements within Primary and Community Care services. Innovations include Wales' first IV access services for adults and expanded palliative care access. New Dental contracts are also being awarded.
- Fragile services identified and prioritised with each service having clinically led improvement plans, incorporating external review recommendations
- Significant improvements in Governance arrangements have resulted in strengthened assurance systems with positive finding from both internal and external audits, including Audit Wales.
- All senior roles are currently filled with the Foundations for the Future Programme continuing to drive organisational design, culture change and leadership development.
- With the Health Board's Quality Management System being rolled out across the organisation, areas of improvement, such as
  - Infection Control performance where local targets are now aligned to national reduction goals
  - the Health Board being amongst the best in Wales for resolving complaints in a timely manner, with more than 75% compliance. The Health Board is now receiving approaches from other LHBs in Wales to learn from the Organisation's achievements.
- The Health Board is also planning to launch Wales' first Quality Learning Portal in 2025, to embed learning and drive continuous improvement
- Ongoing challenges and future priorities.

- Next steps including:
  - Establishing what future reporting the SRG would like to receive
  - Incorporating SRG feedback into continuous feedback process
  - Engaging with Stakeholders in the development of the next IMTP/3 Year Plan 2026/29.

Following the presentation, Members discussed what they would like to see in the next report. They requested:

- Direct evidence of improvements
- Consideration of areas not in Special Measures
- Alignment to both the Welsh Government's 10 year Mental Health Plan and the Women's Plan
- How, as Stakeholders, the SRG can support and develop plans

**Action:**

- **SRG39.1 DW** to provide specific information in next report, including Direct evidence of improvements; consideration of areas not in Special Measures; Alignment to both the Welsh Government's 10-year Mental Health Plan and Women's Plan and ways the SRG can support and develop plans.

The Group **NOTED** the updates provided along with the next steps going forward.

## **FOR ASSURANCE**

### **SRG25/40 Director's Report**

Helen Stevens-Jones, presented her overview of key activity, progress and issues of the Health Board by the Senior Responsible Officer for the SRG. It covered the period June 2025 to the end of August 2025. The following were highlighted:

- The 2025 Annual General Meeting, which took place in July, provided updates from clinicians who reflected on their work and improvements, some unique, taking place in the Health Board.
- Planned Care challenges and progresses made during the year
- Celebrating the various good pieces of work taking place at BCUHB.

The Group **NOTED** the report.

## **15 minutes Break**

### **SG25/38 Estates Rationalisation and Strategy Update**

Stuart Keen introduced himself as the new Environment and Estates Director, and provided his presentation, in which he drew attention to the Estate Strategy Update, which highlighted:

- The strategy was drawn from the Health Board's Annual Delivery Plan
- The need to provide more services with fewer assets and where possible work in partnership with other organisations to facilitate projects.
- Due to ongoing financial pressures, the existing Estates Strategy, valid until 2033, is being reviewed. It shows where the Health Board is, where it wants to be and how it will get there, with identified opportunities and prioritisation criteria and identified success criteria.

- Considerations, which included digital strategy, Estate condition, decarbonisation strategy and how it will enable and leverage access to funding.
- Timelines relating to data collection, delivery of Board and Update reporting and Governance
- Estate strategy deliverables, which included support for partnership and collaborative working.

**Action:**

- **SRG25/38.1 SK and HS-J** agreed to discuss the Welsh Health Impact Assessment.

The Group **NOTED** the presentation.

**CLOSING BUSINESS**

**SRG25/41 Review of Meeting's Effectiveness**

Peter Lewis thanked Members for their attendance and others for their papers and presentations.

Dyfed Edwards thanked Peter for his inclusive style of chairing his first meeting.

**SRG25/13 Date of next meeting.**

Monday, 1<sup>st</sup> December 2025

**Attendance Register**

<b>Name</b>	<b>Organisation Represented</b>	<b>2.12.24</b>	<b>3.3.25</b>	<b>2.6.25</b>	<b>1.9.25</b>
Mike Parry (Cllr) Chair	One Voice Wales	✓	✓	✓	Retired
Peter Lewis (Vice Chair, Chair from August 2025))	Housing Associations	✓	✓	✓	✓
Alan Morris	Assistant Director of Partnerships & Public Affairs	x	x	x	x
Allen Bewley	Flintshire Local Voluntary Council	✓	✓	Apols	x
Alun Roberts (Cllr)	Anglesey County Council	x	x	x	x
Bethan Russell Williams	Mantell Gwynedd	✓	✓	✓	Apols
Christine Marston (Cllr)	Denbighshire County Council	x	x	x	x
Clive Nadin	Care Forum Wales	x	x	x	x
Dilwyn Morgan (Cllr)	Gwynedd County Council	x	✓	Apols	x
Fiona Evans	Conwy Voluntary Services Council	x	x	x	x
Frank Bradfield (Cllr)	Conwy County Council	x	x	x	x
Helen Stevens-Jones	Director of Partnerships, Communications & Engagement – BCU Lead Executive	✓	✓	✓	✓
Arnold Woolley (Cllr) – from Jan 2024	Flintshire County Council	x	✓	x	Retired
Jackie Allen	AVOW Wrexham Third Sector	x	x	x	x
Jackie Allen / Adrian Drake-Lee	NWCHC Chair / NWCHC Vice Chair	x	x	x	x
Jenny Murphy	Mind Cymru	✓	✓	x	x
Michelle Collard	CEO, Mind – North East Wales		✓	x	x

## Confirmed SRG minutes 01.09.2025 v1

John Pritchard (Cllr)	Wrexham County Council	x	x	✓	✓
Linda Kinani	Carers Outreach Service	x	✓	✓	x
Margaret Hollings	North Wales Hospices	✓ Anne-Marie Street & Elinor Thomas	x	x	x
Roger Seddon	Llais Cymru	✓	✓	✓	✓
Sherry Weedall	Denbighshire Voluntary Services Council	✓	x	✓	✓
Sian Purcell / Lyndsey Campbell-Williams	Medrwn Mon Voluntary Srvcs Council	x	x	x	x
Steve Sheldon / Steve Williams	Welsh Ambulance Services Trust	x	x	✓ sw	x
Thea Brain	Care Forum Wales		x	x	✓
Haydn Jones	North Wales Cancer Patients Forum	✓	x	x	x