



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

Notes of the meeting held on 05.09.22

Present:	Representative of:
Clare Budden	(Chair)
Mike Parry (Cllr)	One Voice Wales
Hilary McGuill (Cllr)	Flintshire County Borough Council
Wendy Jones	Conwy Voluntary Services Council
Frank Bradfield (Cllr)	Conwy County Borough Council
Jackie Allen	NWCHC Chair / AVOW
Adrian Drake Lee	NWCHC Vice Chair
Robert Moore	North Wales Regional Equality Network
Trystan Pritchard	North Wales Hospices
Sherry Weedall	Denbighshire Voluntary Council Services
Anne Woods	Flintshire Local Voluntary Council
In Attendance:	
Helen Stevens-Jones	Director of Partnerships, Communications & Engagement
Laura Jones	Corporate Governance Officer
Steve Williams	Locality Manager, WAST
Paolo Tardivel	Director of Transformation & Improvement (part mtg)

Agenda item	Action
<p>S22/22 Welcome and apologies</p> <p>S22/22.1 Apologies were received from Fiona Evans (Wendy Jones), Liz Wedley, John Pritchard, Dafydd Meurig, Gwilym Ellis Evans, Alun Roberts, Millie Boswell, Sally Baxter.</p>	
<p>S22/23 Declarations of Interest</p> <p>None were raised.</p>	
<p>S22/24 Draft notes of the meeting held on 06.06.22 and summary action plan</p> <p>S22/24.1 The minutes were agreed as an accurate record. All actions included on the action log were closed.</p>	
<p>S22/25 Feedback from SRG Workshop</p>	

S22/25.1 The Chair provided feedback from the SRG Workshop held 16.08.22 stating that this had been a useful and positive session and it had been good to meet in person to share life experiences and skills which are useful for the Group. The Workshop provided a number of actions which have been included in the report, from those actions the Chair has requested to meet with Mark Polin on his return from leave and requested Molly Marcu to identify good practice SRGs from across Wales.

S22/25.2 The Vice Chair requested a copy of the letter that the Chairman has circulated to the County Councils regarding lack of attendance and also raised concern in relation to Jo Whitehead's retirement announcement. The Chair confirmed that there has been some response to the letter which highlights that Monday may not be a good day for attendees and stated that this can be shared with the Group. In relation to Jo Whitehead's retirement, the Chair stated that this is a huge loss and a significant change within the Health Board which may cause some uncertainty across the organisation. The North Wales Hospices representative appreciated the Workshop and the frank and honest discussion around the SRG. Concerns were raised in relation to attendance and he looked forward to progress that will be made via the actions of the Chair. The Chair suggested Mark Polin is invited to join the next meeting of the Group.

S22/25.3 The North Wales Regional Equality Network representative made reference to a conversation at the Workshop where it was suggested people attend the SRG for individual items and advised caution as the Group should have an overall vision of what is happening across the Health Board therefore attendees need to listen to the concerns of different groups and not just specific interest items. The Chair stated that this was an important point, there is a need to ensure agendas are relevant and state the purpose of items for discussion to allow the Group the opportunity to help shape progress. It was agreed at the Workshop to make future meetings shorter, items sharper and ensure the Group feel they are influencing improvements. The Chair also made reference to the request for representatives at the group based on their job title and suggested there may be other colleagues within organisations who would be better placed to provide improved contributions.

S22/25.4 The NWCHC Chair / AVOW representative stated that the Workshop had provided interesting discussion and suggested the group may receive better attendance if the meetings were held in person. The Vice Chair suggested the County Councils nominate deputies as it is important organisations have representation and the SRG provides significant interface.

The Chair agreed the following actions:

- Request Local Authorities and members of the Group provide a deputy if required
- Invite Mark Polin to attend the next meeting of the Group
- Provide an action plan to share with the Group outside of the meeting and seek regular feedback
- Deliver Workshop style sessions twice a year

CB

<p>S22/26 Partnerships, Engagement & Communications Strategy</p> <p>S22/26.1 The Director of Partnerships, Communications & Engagement presented the item confirming that this had been discussed at the previous meeting in terms of “what does good look like” for the Group as Stakeholders. The comments made regarding the strategy and best practice have been taken into account. The key element highlighted related to the feedback loop, it is clear this is an important aspect of communications and engagement therefore this has been reflected in the report. Work has also taken place around strengthening the public affairs and partnership work. The Director of Partnerships, Communications & Engagement confirmed it is important to set out the strategy and the context of how the team are having conversations with staff and partners including regaining confidence in our public. There are objectives and principles to support the strategy and the language used has been aligned with the language used across the Health Board. An EQIA is being developed along with an implementation plan and these can be circulated outside of the meeting once complete.</p> <p>S22/26.2 The Director of Partnerships, Communications & Engagement stated that there may be a need to report to the Board every six months so they can monitor the progress and actions. The team will also evaluate the developments both within the organisation and externally to ensure progress stays on track. The Director of Partnerships, Communications & Engagement agreed to take on board any further comments as the strategy is currently in its final phase before it goes to the Board. The Chair queried the timescale for Board approval, the Director of Partnerships, Communications & Engagement confirmed that the document is due to go to the Board at the end of September and will also be discussed at the Partnerships, People and Population Health Committee. The Chair agreed it was important to emphasis the feedback loop and ensure open and transparent conversation take place to build trust in the organisation. The Director of Partnerships, Communications & Engagement stated that trust could be rebuilt where performance and services were improving. The team work hard to ensure there are positive stories regularly published and shared with the media in order to balance the negative impact of stories about the organisation. The strategy requires the whole organisation to move forward and this may be a long process.</p> <p>S22/26.3 The Chair made reference to learning from complaints and any changes which take place as a result of the feedback received. The NWCHC Chair / AVOW representative raised concerns in relation to engagement and consultations in terms of people being directed by the way questions are written which can detract from a meaningful consultation. The Director of Partnerships, Communications & Engagement agreed that this was an important point and stated the principle of engagement should be “what does good look like for you” which can be highlighted within the strategy. The North Wales Hospices representative stated the need to confirm senior leaders are engaged to ensure they connect with staff across the organisation and provide assurance that senior leaders are signed up to the principles, it was agreed that this was an important point. The North Wales Hospices representative</p>	
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<p>also made reference to controlling the media influence across North Wales, building trust with the public and providing social media profiles for the senior leaders. The Chair agreed suggesting that the Executive Directors and Board members may require further media training.</p> <p>S22/26.4 The North Wales Regional Equality Network representative highlighted the lack of attendance from Local Authorities stating that complaints are being amplified via their constituents therefore keeping the elected representatives informed is important to ensure they are aware of their responsibilities. The Flintshire County Borough Council representative agreed with the comments made stating that members of the public do not know the people who make up the Executive Team and public experience leads to positive and negative publicity. The Flintshire County Borough Council representative suggested using external companies to design questionnaires to ensure honest answers which will assist in the improvements required for the people using the services. The Director of Partnerships, Communications & Engagement was grateful for the feedback provided by the SRG which is vital to influence what the Health Board is trying to achieve. In relation to senior leaders being more present on social media, it was suggested this could be discussed at the Board and the Chair agreed to feed this back into the Board discussion.</p>	CB
<p>S22/27 Transformation Programme</p> <p>S22/27.1 Paolo Tardivel, Director of Transformation and Improvement presented the item stating that the presentation provided a quick overview of the current transformation and strategic approach. The population are at the heart of the improvements and the team are looking to gain initiatives from across Wales as well as the UK and worldwide. Collaborative working is important and the SRG provides a good opportunity for partners to feed into the work stream. Collaboration is key and this includes co-design with frontline staff and partners. The team are reviewing the projects on an ongoing basis to prioritise programmes via a central hub to enable the team to roll out and embed continuous improvement.</p> <p>S22/27.2 The Denbighshire Voluntary Council Services representative queried whether there is clarity in terms of the outcome from the last transformation programme which took place in 2019 and whether this programme follows on or is a separate programme. The Director of Transformation and Improvement confirmed that the approach and methodology is to encompass all the new and on-going transformation and improvement into the transformation programme. The NWCHC Chair / AVOW representative made reference to initiatives and programmes which have previously commenced across the organisation raising a concern that these initiatives are not often given appropriate time to embed before they are amended. It was queried whether the timeframe for the programme will be managed to deliver the objectives set. The Director of Transformation and Improvement confirmed the aim is to make this clear as part of the approach and ensure the fundamentals are in place.</p>	

<p>S22/27.3 The Flintshire County Borough Council representative queried how many members of the team have a health background. The Director of Transformation and Improvement confirmed that the majority of the team do have a health background and the aim is to attract a broad range of people including those with army, police and ambulance experience to gain diverse perspectives. The Chair highlighted the challenge of deciding which projects to start first adding that the key priorities from the Group include hospital discharges, care closer to home and ambulance queues outside hospitals. The SRG Workshop discussed ideas which included different services models, how to manage wasted resources and the role of paramedics. The Chair shared that there is a lot of expertise within the Group and requested that the SRG are brought into conversation early in the process to ensure they can contribute to development. Once transformation has taken place, the Group would like the outcomes to be shared to determine what has changed as a result of specific programmes. The Director of Transformation and Improvement confirmed the team are keen to hear about areas where improvement can be made and ensure the right people are included in the right conversations. The Chair suggested the transformation programme is discussed further during a Workshop style session of the SRG and the Director of Transformation and Improvement agreed this would be useful, arrangements will be made outside of the meeting.</p>	<p>LJ</p>
<p>S22/28 For Information</p> <p>S22/28.1 The Chair made reference to the Annual Equality Report 21-22 stating this was led by Sally Thomas and has been to the Board. The North Wales Regional Equality Network representative stated this was a good report and alerted the Group to the British Bill of Human Rights which is due to be passed shortly and will have a devastating effect on human rights within Britain. The Chair suggested the Group keep a watching brief on this progress and raise any concerns.</p>	
<p>S22/29 Meeting Review</p> <p>S22/29.1 It was agreed that the compressed agenda worked well and more effectively.</p>	
<p>S22/30 Advisory Group Chair's Report to the Board</p> <p>S22/30.1 The Chair would like to provide feedback from the Workshop at the Board and gain views back from members of the Board. In relation to the Partnerships, Engagement & Communications Strategy the Group suggested Senior Leaders become more visible on social media as there are staff within BCU that are not aware of who the CEO and Chairman are, the Group also recognised changes in relation to engagement would be long term. In relation to the Transformation Programme, the Group are keen to understand the key areas of focus including care closer to home and ambulance queues and agreed to work with the Director of Transformation and Improvement in a Workshop style to influence change in those areas. The Group have an</p>	

interest in the implementation plan and suggested it may be useful for the Group to receive a report on progress annually.	
S22/31 Any Other Business No issues were raised.	
S22/32 Date of next meeting Monday 5 th December 2022	

Attendance Register

Name	Organisation Represented	6.12.21	07.3.22	06.6.22	05.9.22
Clare Budden	Shadow Housing Providers (Chair)	✓	✓	x	✓
Mike Parry (Cllr)	One Voice Wales (Vice Chair)	✓	✓	✓	✓
Fiona Evans	Conwy Voluntary Services Council	✓	✓	✓	✓WJ
Gwilym Ellis Evans	Mantell Gwynedd	✓	✓	✓	x
Jackie Allen	AVOW Wrexham Third Sector	✓	x	x	✓
Sherry Weedall	Denbighshire Voluntary Services Council	✓	✓	✓	✓
Sian Purcell	Medrwn Mon Voluntary Services Council	x	✓	x	x
Ann Woods / Millie Boswell	Flintshire Voluntary Services Council	✓KN	✓	✓	✓
Robert Moore (Prof)	North Wales Regional Equality Network	x	✓	✓	✓
Christine Marston (Cllr)	Denbighshire County Council	✓	x	x	x
Hilary McGuill (Cllr)	Flintshire County Council	✓	x	x	✓
Llinos Medi Huws (Cllr)	Anglesey County Council	x	x	x	x
Dafydd Meurig (Cllr)	Gwynedd County Council	x	x	x	x
Frank Bradfield (Cllr)	Conwy County Council	✓	✓	✓	✓
John Pritchard (Cllr)	Wrexham County Council	✓	x	x	x
Trystan Pritchard	North Wales Hospices	x	x	x	✓
Clive Nadin	Care Forum Wales	x	✓	x	x
Llinos Roberts / Catrin Curig-Jones	Carer's Outreach Service, BCUHB West Area				
Steve Sheldon / Steve Williams	Welsh Ambulance Services Trust	✓MT	✓SW	✓SW	✓SW
Jackie Allen / Adrian Drake-Lee	NWCHC Chair / NWCHC Vice Chair	✓	x	x	✓
Helen Stevens-Jones / Clive Caseley	Interim Director of Partnerships, Communications & Engagement – BCU Lead Executive	✓ CC	✓ HSJ	✓HSJ	✓HSJ

Mrs Sally Baxter	Assistant Director Health Strategy, BCUHB	✓	✓	x	x
Mrs Katie Sargent	Assistant Director – Communications, BCUHB	x	x	x	x