



Bwrdd Iechyd Prifysgol  
Betsi Cadwaladr  
University Health Board

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David Thomas,  
Audit Director,  
Audit Wales

Sent by email - [REDACTED]

**A hard copy will not follow**

**Ein cyf / Our ref:** CS/DT/CE24-0265

**☎:** [REDACTED]

**Gofynnwch am / Ask for:** [REDACTED]

**E-bost / Email:** [REDACTED]

**Dyddiad / Date:** 26<sup>th</sup> February 2024

Dear Dave,

**RE: BCUHB Board Effectiveness Follow-Up Report**

Thank you for your work in reviewing and reporting on the effectiveness of the Board in your recent follow-up report

Please find below the Health Board's response to Audit Wales' *Board Effectiveness Follow up Betsi Cadwaladr University Health Board* at annex 1.

It is essential that the Health Board has robust arrangements in place to meet the requirements of legislation and the Standing Orders and therefore we welcome this report and want to thank Audit Wales for the findings and the recommendations. We agree fully that there is much more to do and it is encouraging to know that you have assessed the Board as more stable, with stronger leadership and engagement evident.

The full Board as well as the Audit Committee have seen and been involved in shaping the feedback to improve ownership and assurance on the required improvements.

Our focus now is on our forward plan to look to the future and have a real positive impact on our organisation, our staff and the people of North Wales.

Yours faithfully,

**Dyfed Edwards,  
Cadeirydd/Chair**

**Carol Shillabeer  
Prif Weithredwr/Chief Executive**

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**Cyfeiriad Gohebiaeth ar gyfer y Cadeirydd a'r Prif Weithredwr / Correspondence address for Chairman and Chief Executive:**  
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Mae Swyddfa'r Prif Weithredwr yn croesawu gohebiaeth yn Gymraeg a bydd yn sicrhau y darperir ymateb yn Gymraeg heb oedi.  
The Chief Executive's Office welcomes correspondence through the medium of Welsh and will ensure that a response is provided in Welsh without incurring a delay

## Annex 1 - Response to Audit Wales Review of Board Effectiveness

No.	Conclusion	Response
1.	<p>Significant challenges remain which will need energetic, focused, resilient and brave leadership to address. There is an immediate need to continue, and to conclude the work aimed at stabilising the board and the wider senior leadership of the organisation. That includes getting to a position where the board has a full complement of substantive Executive Directors and Independent Members, and with a substantive Chair in place. Linked to this is the urgent need to re-establish a committee structure below the board that provides the necessary oversight, scrutiny, and support across all aspects of the organisation's business.</p>	<p>A) Independent member recruitment is underway. it is anticipated that full recruitment could be achieved by March 2024.</p> <p>B) An Executive Director Recruitment Programme starts in earnest during Quarter 1 2024.</p> <p>C) The Committee structure will be fully established during Q4 of 2023/24. New Committees have completed their set-up meetings during January 2023, and development sessions are being planned for February and March 2024 in order to assist fully operational Committees for 2024/25.</p> <p>D) A focus on strengthening the approach to reporting(including standards of reports) will be undertaken in Q1 2024/25</p>
2.	<p>The raft of disclosures that were received towards the end of 2022 should be used to inform the programme of board development that the new board will need to put in place. In particular, it should inform the work that is underway on organisational culture and compassionate leadership, and ensure that this starts with the right "tone from the top".</p>	<p>A) The Board will be actively engaged in the Compassionate Leadership development following the Board Day with Michael west in Dec 2023.</p> <p>B) A Board 'Team-Development' approach will be determined during Quarter 1 of 2024/25 as new Board members join.</p> <p>C) The Chair and CEO will take personal leadership roles in steering organisational development through leading the people and Culture Committee (Chair) and the Organisational Development Steering Group (CEO).</p>
3.	<p>A key priority for the new Chief Executive will be to build a stable, cohesive, and appropriately skilled Executive Team that can provide the organisation with the operational leadership it needs. This will include settling on the right mix of Executive Director portfolios, reducing reliance on interim arrangements for senior leadership roles, and building leadership capacity and capability for the Health Board's corporate governance arrangements. The Executive Team must also be appropriately connected to the</p>	<p>A) The Executive Portfolio Review, as well as other sources of evidence, have provide insight that shapes the form and function of the Executive Team. Quarter 4 will see a revised approach proposed and following engagement and any necessary modification, actively implemented including recruitment into vacant posts.</p> <p>B) The Director of Corporate Governance role has been recruited and a commencement date likely ahead of the new financial year. This appointment should provide leadership capacity and capability required to strengthen corporate governance across the organisation.</p>

	leadership structures that sit below it, something which will need to be supported by ensuring the Health Board's operational model is fit for purpose	C) A review of the Operating Model Structures is part of the Special Measures Response Plan, which will indicate where modification is required. Wider ways of working that connect the Executive with broader leadership will be further evaluated as part of this work.
4.	As the new board looks to take forward these challenges it will need to maintain a clear view on the outcomes it is seeking to achieve. Those must include rebuilding confidence in the Health Board's leadership within the organisation, and rebuilding trust and confidence in the Health Board amongst its external stakeholders	<p>A) An outcomes focused approach has been set within the Special measures Response Plan and as the planning for 2024/25 and beyond proceeds, outcomes will form a key element of objective setting, performance monitoring and assurance mechanisms.</p> <p>B) In addition to internal staff surveys that measure confidence in leadership and management, consideration will be given to mechanisms to gain external, stakeholder feedback ahead of 2024/25.</p>
5.	In the short term, the Health Board will likely need to continue to draw upon appropriate levels of external advice and expertise as it responds to these challenges and the requirements of the special measures framework. However, it must also look to get itself as quickly as possible to a position where it has the necessary internal capacity and capability to sustain improvement and avoid the need to continually look to the outside for support to achieve the improvements which are necessary.	A) As part of creating the Organisational Development Plan, a capacity and capability assessment will be undertaken, to reflect where specific expertise will be required. The implementation of the OD Plan will be incorporated into the 2024/27 3 Year Plan (IMTP).