

**Betsi Cadwaladr University Health Board (BCUHB)**  
**Confirmed Minutes of the Planning, Population Health and Partnerships**  
**Committee held in Public on 1 May 2025**  
**in the Boardroom, Carlton Court, St Asaph and via Teams**

<b>Committee Members Present</b>	
<b>Name</b>	<b>Title</b>
Clare Budden	Independent Member (Chair of PPHP Committee)
Gareth Williams	Independent Member (Vice Chair of PPHP Committee)
Billy Nichols	Independent Member
Caroline Turner	Independent Member
<b>In Attendance</b>	
Dave Harries	Head of Internal Audit ( <i>via Teams</i> )
Stuart Keen	Director of Environment & Estates ( <i>part meeting</i> )
Jane Moore	Executive Director of Public Health
Dylan Roberts	Chief Digital and Information Officer
Helen Stevens-Jones	Director of Partnerships, Engagement and Communications
Paolo Tardivel	Interim Executive Director of Transformation & Strategic Planning ( <i>via Teams</i> )
Pam Wenger	Director of Corporate Governance
Dylan Williams	Assistant Director of Corporate Planning ( <i>part meeting</i> )
Nesta Collingridge	Head of Risk Management ( <i>part meeting</i> )
Wendy Hooson	Head of Health Strategy and Planning ( <i>part meeting</i> )
<b>Committee Support</b>	
Laura Jones	Acting Corporate Governance Manager
Philippa Peake-Jones	Head of Corporate Affairs

<b>OPENING BUSINESS</b>
<p><b>PP25/23 Welcome and Apologies</b></p> <p>The Chair of the Committee welcomed everyone to the meeting and no apologies were noted.</p>
<p><b>PP25/24 Declarations of Interest</b></p> <p>No declarations of interest were raised.</p>
<p><b>PP25/25 Unconfirmed Minutes of Meeting held on 18.02.25</b></p> <p>It was agreed that the minutes of the meetings held on 18.02.25 were a true and accurate record.</p>
<p><b>PP25/26 Matters Arising &amp; Action Log</b></p> <p><b>Electronic Health Records</b></p> <ul style="list-style-type: none"> <li>There was discussion around the lack of progress in relation to implementing an Electronic Health Records system. It was confirmed that a summit is taking place</li> </ul>

next week, a letter has been received from Welsh Government regarding the implementation timeframe for the Mental Health system and an informal session is taking place with the Board in June 2025 to discuss the full system.

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

## STRATEGIC PRIORITIES

### PP25/27 Reflections on the Plan

Members received the report and the Chair, Assistant Director of Corporate Planning and Interim Executive Director of Transformation and Strategic Planning highlighted:

- The purpose of the report is to provide some reflections on both the process and the content of the latest Integrated Medium-Term Plan (IMTP) that has been submitted to Welsh Government and ensure all Board members have the opportunity to provide feedback.
- Following discussion at the Committee, the comments received will be incorporated ahead of further discussion at a Board session to allow additional feedback to be captured.
- The paper outlines the reflections in terms of the corporate planning process, the requirements from Special Measures and the outcome of the Planning Independent Review which all supported the development of a financially balanced IMTP.
- The last planning cycle was designed to improve engagement and the Team were able to engage more widely with staff, via workshops and with the Board.
- The suggestions collated as part of the engagement process have either been incorporated into the planning cycle, implemented or highlighted as areas that required further focus.
- The Team plan to apply a more continuous planning process going forward that provides an overarching focus and includes wider engagement across the organisation and with Stakeholders and ensure all views are incorporated.
- There is a need to bring together activity and data into a single modelling process and format and this will be an area of focus to ensure the information gathered is accurate.
- This will be an area of challenge for the Health Board that requires broad coverage throughout the organisation and includes a high volume of priorities and sub objectives. It is important to have discussions early on in the process to ensure all areas of improvement are integrated into the Plan as we move forward.

As part of the discussion, the Committee:

- Noted the improvements made, stated the importance of staff within the organisation being able to recognise where they fit within the IMTP, engaging in a smarter way with staff and highlighting what is being done differently to create better outcomes.
- Highlighted the need to ensure that the right strategic input has been discussed with the Board at the start of the process to set the direction and tone for the overall message of the document. This will also be key in developing the 10 Year Strategy.
- Queried the term Integrated Single Modelling Activity, it was confirmed that the organisation has the opportunity to bring various points of data together and the



Team are looking to align performance, finance, workforce and activity data as part of this modelling rather than trying to triangulate data at the end of the process.

- Suggested that the well-being objectives need to be embedded and clear in the Plan as well as demonstrating how the Plan delivers an impact externally.
- Stated the need to identify the priorities that require assurance from each Committee and also agree what areas need to report via the Board to enable a more streamlined approach to the assurance role of the Board in terms of delivering the Plan. This would help to inform the work programmes based around the responsibilities and oversight for each Committee.
- Noted the need for triangulation with Finance to ensure the structure of the budget aligns to the structure of the Plan as well as providing clarity around areas of focus including those that are not being pursued to allow the Health Board to identify these areas and provide feedback to Welsh Government around individual requests.
- Suggested there is a need for further work in terms of more meaningful engagement, particularly with clinical teams to gather more robust contributions and utilise updates and channels to demonstrate progress as well as developing the Clinical Services Plan.
- Recognised that there is a distinction between the vision of the 10 Year Strategy and the IMTP but highlighted that the plans need to align and managers need to start shaping the priorities for specific services to ensure staff are aware of what they need to deliver in their areas to contribute to the outcomes of the plans.
- Acknowledged the need for more strategic engagement with divisions and IHCs, strengthen staff awareness by cascading the objectives throughout the organisation via managers to deliver the plan more organically and enhancing the use of continuous planning to enable more structured discussions.
- Suggested the paper is adjusted based on the discussions and gain input and feedback from the Board.

**Action:**

- **PP25/27.1** Arrange a Board session to allow Board members the opportunity to provide feedback on the IMTP.

It was resolved that the Committee:

- **NOTED** the reflections provided to support a discussion at Committee, along with the next steps going forward.

*Wendy Hooson joined the meeting*

### **PP25/28 Well-Being Objectives**

Members received the report and the Head of Health Strategy and Planning highlighted:

- Further to the previous updates presented to the Committee, a review of the Health Board's well-being objectives and strategy has now taken place.
- Whilst the primary focus of the review has been on fair work and socially responsible procurement and contracting, consideration has also been given to the broader well-being objectives to ensure they remain fit for purpose.
- The review gathered information in relation to the Health Boards position in terms of well-being and identified the gaps and actions required to advance progress.

- The evidence gained as part of the review also included a summary of key Health Board and partnership well-being activities that address health inequalities, prevention, the wider determinants of health and decarbonisation.
- A Well-being Task and Finish Group was established in July 2024 to oversee the work to review the well-being objectives and proposed changes and additional objectives are highlighted in the report.
- There are currently no cost implications or budget required for implementation in respect of this paper however the Procurement Act may be measurable in due course.
- The fair work element links to partnership working and could provide benefits in the future in terms of reducing sickness absence and the use of Bank staff.
- Going forward, the aim is to progress with the long-term strategy, engage and test the objectives with partners and measure and monitor the well-being objectives to track progress in the longer term.
- An Audit Wales report on the 'Lessons from our work under the Well-being of Future Generations Act' will be considered by the Audit Committee and the Review of the Well-being objectives will be considered by the Board in May 2025.

As part of the discussion, the Committee:

- Recognised that the proposed changes suggested were reasonable.
- Suggested the need to address the Health Board's use of fixed term contracts in relation to fair work as this is currently inconsistent.
- Acknowledged that commissioning and social care are fundamental for people living well within local communities and resource is required for organisations to address this issue.
- Proposed that the description of the areas covered under the second new objective is strengthened.
- Highlighted the need to review how the well-being objectives align to the IMTP and the 10 Year Strategy to ensure the objectives run as a thread throughout these documents and the outputs and outcomes are clear in terms of those priorities for example less staff on fixed term contracts.
- Confirmed that the report that goes to the Board will include elements of strategic planning and incorporate the well-being objectives.
- Recognised that this work sits within the 10 Year Strategy and aligns to the IMTP and the Clinical Services Plan in terms of delivery.

It was resolved that the Committee:

- **ENDORSED** the paper prior to presenting to the Board for approval in May 2025.

*Wendy Hooson left and Dyfed Edwards joined the meeting*

### **PP25/29 Population Health Delivery Report**

Members received the report and the Executive Director of Public Health highlighted:

- The report recognises the discussion by the Board to move into the prevention space and this is highlighted in the document.

- The Public Health Executive Delivery Group has been utilised to review the requirements across the Health Board including the Ministerial priorities to set out the agenda, aligning this to the IMTP.
- Going forward into Quarter 1, there will be a focus on progressing the key areas.
- In terms of smoking cessation and flu vaccinations for over 65s, the Health Board have achieved the highest targets in Wales.
- Work on screening continues and there has been a focus on measles due to the recent rise in cases.
- There are concerns around vaccinations and the need to ensure staff are aware of the importance of being vaccinated, there will be a focus on covid and flu vaccines to attempt to increase the figures in these areas.
- The key indicator relating to deaths and falls for over 65s is being addressed by the six goals emergency care work, work continues in relation to falls prevention to try and identify patients and establish preventative action in advance.

As part of the discussion, the Committee:

- Recognised the low uptake of staff in relation to vaccinations and highlighted concerns in relation to front line staff. It was confirmed that this is a behavioural change in terms of the populations attitude to the value of vaccinations since covid, this issue being discussed more widely with Public Health Wales.
- Considered areas of deprivation where vaccination and screening uptake is low. It was confirmed that funding has been provided in Rhyl and Wrexham however further discussions are required with partners to address inequality issues. The Consultant for Health Inequality is a member of the National Group where this issue is being discussed.
- Acknowledged the ambition of the Three-Year Plan to have a wider understanding of communities and suggested there is a need to discuss the plan to address health inequality and deprivation in more detail. It was suggested that the Committee plan a Development Session to discuss areas including prevention, deprivation, health inequality and social prescribing.
- Highlighted the figures relating to smoking at birth, it was confirmed that an incentive scheme has been taking place which has had an impact however the use of incentive schemes needs to be discussed further.

#### Action

- **PP25/29.1** Plan a Committee Development Session to discuss areas including prevention, deprivation, health inequality and social prescribing.

It was resolved that the Committee:

- **RECEIVED ASSURANCE** on the delivery of population health activity set out in the content of the report.

*Dylan Williams left the meeting*

#### **PP25/30 Decarbonisation Progress Report**

Members received the report and the Director of Environment & Estates highlighted:

- The update report provides a summary of the current position highlighting that the Health Board covers approximately half a million square metres with 239 properties of different ages and construction.
- Positive progress has been made and steps are being taken towards net zero however the organisation will be unable to hit the current target.
- The Decarbonisation Action Plan has been approved, this will be monitored against the All-Wales tool and will include areas such as active travel and green areas which will increase over the next twelve months.
- The Health Board currently has 2 significant projects that align with the Action Plan which are the BCUHB Re:Fit Programme and the Ysbyty Gwynedd Solar Farm Development.
- The BCUHB Re:Fit Programme is a Board approved approach and is an 'invest to save' programme supported by Welsh Government. The programme will focus on areas including LED lighting, insulation and improvements to energy control functions.
- The Ysbyty Gwynedd Solar Farm Development is being completed in conjunction with Bangor University and will produce a significant amount of electricity for Ysbyty Gwynedd particularly during the summer months. There is potential for the scheme to be funded through the capital programme and high-level discussions are currently taking place with the Vice Chancellor.

As part of the discussion, the Committee:

- Queried how the work being completed links in with partners and the Public Services Boards in terms of encouraging healthy behaviours and active travel. It was confirmed that discussions are taking place in terms of green initiatives including access to facilities and public transport and this will be included in the Estates Strategy.
- Discussed the cost implications of the Solar Farm, it was confirmed there are no planning uses for the land apart from agriculture which can continue, a high-level assessment has been completed and scrutinised by Shared Services and the next stage is to complete a detailed assessment and design.
- Recognised the narrative in this area of work and the opportunities for wider communication to highlight positive news for the Health Board.
- Noted the limited assurance report received in 2023/24 in relation to carbon reduction stating this is an important area of focus for the Committee to build this into the forward workplan and provide assurance in this area.

#### Action

- **PP25/30.1** Ensure Decarbonisation is built into the Committee plan to provide assurance.

It was resolved that the Committee:

- **NOTED** the significant progress to the Decarbonisation of elements of the estate.
- **SUPPORTED** the continued delivery of the Re:Fit High Level Appraisal Document submitted by Vital Energy on the basis that any BCUHB funding is approved through the relevant capital fund.

- **SUPPORTED** the progression of the Solar Farm Project at Ysbyty Gwynedd provided always that any binding commitments would be the subject of separate HB approval.

*Nesta Collingridge joined the meeting*

## GOVERNANCE AND ASSURANCE

### PP25/31 Corporate Risk Register and Board Assurance Framework

Members received the report and noted the progress to date. In presenting the report, the Head of Risk Management highlighted:

- The risk based on the Operational Planning for Transmittable Diseases and Outbreaks has requested an extension to the target due date as there have been delays in completing the work.
- There are no overdue risks as all risks are currently within tolerance.
- In terms of the Board Assurance Framework, this focuses on the levels of assurance for each Committee and the levels are determined at the Risk Scrutiny Group and Executive Committee as recommendations for the Committees to review.
- All the risks are currently noted as limited assurance, this is a cautious stance and there is a need to address these in further detail to move up to reasonable.

As part of the discussion, the Committee:

- Noted concern around the extent of the delay for the transmittable diseases risk and the target risk significantly below the risk appetite. It was confirmed that target scores should be challenged, the risk appetite has been set by the Board and further discussion may be required in terms of opportunities to amend the risk appetite.
- Confirmed that there has been an extension to the National guidance on highly contagious infectious diseases as this links to the covid enquiry. A major exercise is due to take place across the UK over the next three months to test a scenario of a pandemic from initiation to recovery.
- Stated that due to the length of the Corporate Risk Register this will only be received in full by the Audit Committee and will be noted in the Committee Chair's Reports.
- Highlighted the gaps in assurance, it was noted that this is being reviewed in further detail to ensure consistency and the Team have further work to do to strengthen the document.
- Noted that this is a live document and areas of assurance and gaps can be reflected and realigned as we move forward, confirming that the full Board Assurance Framework will be presented to the Board twice per year.

It was resolved that the Committee:

- **RECEIVED ASSURANCE** for the progression of the corporate risks to which the Committee has overall accountability.

### PP25/32 Committee Governance

Members received the report and the Director of Corporate Governance highlighted:

- The Terms for Reference for all Committees are being reviewed, the document is in a different format and follows the model template and these will go to the Board in May.
- A Self-Assessment for each Committee is being developed and circulated to allow members to share their views and provide feedback.

It was resolved that the Committee:

- **APPROVED** the Terms of Reference.

### PP25/33 Eye Health Needs Assessment

Members received the report and the Director of Corporate Governance highlighted:

- This is a Ministerial Direction that has been omitted and has been brought to the Committee to ensure this is not noted as a breach.
- The assessment has been to the Executive Committee and has now been published.
- The compliance with reporting Ministerial Directions and Welsh Health Circulars has now been strengthened.
- This has also been noted by the Audit Committee to confirm this will be an area of focus and it will be included in the AAA Report.

It was resolved that the Committee:

- **RECEIVED ASSURANCE** on the Eye Health Needs Assessment and compliance with Ministerial Directions.

### FOR INFORMATION

#### PP25/34 Summary of Business to be Reported from Private

It was resolved that the Committee **NOTED** the report for information.

#### PP25/35 Committee Forward Workplan

It was resolved that the Committee **NOTED** the forward workplan for information.

### CLOSING BUSINESS

#### PP25/36 Agree Items for Referral to Board / Other Committees

It was agreed that the following should be referred to the Board:

- Note the reflections shared on the process for the IMTP going forward.
- Received the Population health Delivery Report and noted the significant disparities between challenges and preventative measures and uptake.
- Note the work completed in relation to the Decarbonisation Action Plan.
- Alert the Board to the Eye Health Needs Assessment and the aim to strengthen and improve the process.
- Provide assurance on the Well-being objectives and the work completed.

#### PP25/37 Review of Meeting Effectiveness

It was agreed that there had been good, high level, discussion on strategic elements to assure the Board.

**PP25/38 Date of next meeting**

Tuesday 3 July 2025, 9.30-12.30pm

**Resolution to Exclude the Press and Public**

*‘Those representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest in accordance with Section 1(2) Public Bodies (Admission to Meetings) Act 1960’*