Betsi Cadwaladr University Health Board (BCUHB)
Confirmed Minutes of the Planning, Population Health and Partnerships Committee held in Public on 2 July 2026
in the Boardroom, Carlton Court, St Asaph and via Teams

Committee Members Present	
Name	**Title**
Clare Budden	Independent Member (Chair of PPHP Committee)
Billy Nichols	Independent Member
Caroline Turner	Independent Member
Gareth Williams	Independent Member
In Attendance	
Tehmeena Ajmal	Chief Operating Officer (via Teams)
Emma Lea	Interim Assistant Director of Corporate Planning: Transformation and Improvement (part meeting)
Stuart Keen	Director of Environment and Estates
Jane Moore	Executive Director of Public Health
Justine Parry	Acting Director of Digital, Data and Technology (via Teams)
Paolo Tardivel	Interim Executive Director of Transformation & Strategic Planning
Pam Wenger	Director of Corporate Governance (via Teams)
Kamala Williams	Head of Health Strategy and Planning (via Teams - part meeting)
Kathy Williams	Senior Public Health Practitioner (via Teams - part meeting)
Committee Support	
Laura Jones	Corporate Governance Manager
Philippa Peake-Jones	Head of Corporate Governance

OPENING BUSINESS

PP26.67 Welcome and Apologies

The Chair of the Committee welcomed everyone to the meeting and apologies were noted for Helen Stevens-Jones.

PP26.68 Declarations of Interest

No declarations of interest were raised.

PP26.69 Unconfirmed Minutes of Meeting held on 7 May 2026

It was resolved that the Committee:

- **AGREED** that the minutes of the Planning, Population Health and Partnerships Committee meeting held on 7 May 2026 were a true and accurate record.

PP26.70 Matters Arising & Action Log

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

Ablett Mental Health Unit

- Reference was made to the note in the minutes referring to the potential remodelling of the Ablett Mental Health Unit. It was confirmed that Welsh Government will not support replacement facilities. A meeting has taken place with the All Wales Vice Chairs and it has been agreed to develop an overarching Business Case.

Action:

- Interim Executive Director of Transformation and Strategic Planning to collate a position statement to confirm the proposed approach to the Ablett Mental Health Unit.

STRATEGIC PRIORITIES

PP26.71 Director of Planning Report

Members received the report and the Interim Executive Director of Transformation and Strategic Planning highlighted:

- The Ten-Year Strategy remains in the discovery phase, with the diagnostics nearing completion. The findings will inform the case for change and the final version of the discovery report, before progressing to the design phase, with a fully developed options appraisal expected to be presented to the Board in Quarter Three. This work will subsequently inform the Integrated Medium Term Plan which will be refined in line with the strategic intentions, and work is ongoing to recover the programme timelines following some delays.
- The Clinical Services Plan Engagement Output Report has also been shared with the Committee noting that clinical engagement continues to progress, supported by a well-received engagement event and active involvement from Clinical Leads in shaping future service models and priorities. The Executive Medical Director is leading this area of work on behalf of the clinicians. A methodology is being finalised to identify priority areas for the initial phase, alongside development of a framework and service heat map to proactively assess areas of risk and performance indicators which will inform the Clinical Services Plan and integrate into the Quality Management System and the planning cycle. The next steps include developing a Clinical Services Plan Programme Initiation Document alongside establishing a single integrated framework for clinical services planning incorporating wider external partner perspectives.
- The Penley service change proposal was considered by the Board in May 2026, with a draft consultation planned for mid-July 2026, while the Tywyn proposal is scheduled for Board consideration in July 2026 ahead of proposed consultation commencing in September 2026.
- In relation to Special Measures, a monthly executive summary report is in the final stages of development which will highlight the de-escalation criteria, trajectory measures and lines of assurance.
- Work is underway to develop a North Wales Third Sector Partnership Framework in partnership with Continuing Healthcare leads to strengthen the Health Boards approach to partnership working. Whilst a workshop had been planned for Quarter One, the timescales have been extended to ensure the development is appropriately informed by stakeholder engagement.

In discussing the item, the Committee:

- Reflected that, whilst the Penley and Tywyn service change process has been thorough, this has also been resource and time intensive and queried whether a less involved approach could be adopted where appropriate. It was recognised that Welsh guidance requires a greater depth of engagement than in England, noting that the scale of the process is broadly the same for small and large change, and that the organisation may need to take a more strategic, less risk-averse method to service change in future to achieve an accelerate approach.
- Noted the need to build organisational capacity for change by developing staff skills in improvement techniques, whilst ensuring transformation resources are primarily focused on progressing the Major Change Programmes, supporting operational planning, and targeting interventions that align with the Health Boards strategic intentions.
- Referred to the revised Annual Delivery Plan reporting arrangements, including the Committee's role in monitoring delivery and providing assurance to the Board. It was noted that quarterly reporting timelines do not align with the Board cycle, and monthly reports can provide an early warning mechanism to identify areas requiring intervention pending full quarterly assurance.
- Noted that estate implications are not reflected in the report recognising that the Health Board estates need to be considered as part of the Clinical Services Plan.
- Emphasised the need to move forward with the Electronic Healthcare Records programme as key enablers to support Health Board developments and expressed concerns regarding the uncertainty of Welsh Government funding and the implications of further delays. Noted that correspondence has been sent to Welsh Government from the Health Board Chair raising concerns in relation to the Electronic Healthcare Records business case. He highlighted that there is currently no confirmation from Welsh Government regarding funding. Agreed that concerns would be shared with the Health Board Chair to suggest a joint Chairs approach is adopted to reiterate concerns with Welsh Government. Stated the need for a contingency plan should external funding not progress, including assessment of potential local funding options, recognising the importance of the system to service delivery, patient safety and wider transformation ambitions.
- Recognised the themes raised by staff during the Clinical Services plan event held in May 2026 which included a lack of trust, organisational fragility and perceived barriers to implementing the transformation required to change clinical services. It was suggested that this is reviewed in further detail by the People and Culture Committee.
- Discussed whether the Foundations for the Future Programme should proceed in the current context recognising concerns regarding the high proportion of senior staff in interim roles and the need to provide greater clarity to colleagues on future arrangements. It was agreed that a strategic Board discussion is required to determine whether to continue the full Organisational Change Programme now, or to accelerate selected changes to improve stability, capacity and performance.

Actions:

- **PP26.71.1** Director of Corporate Governance to share concerns raised in relation to the suspended development of the Electronic Healthcare Records system and suggest a joint Chairs approach is adopted with Welsh Government.

- **PP26.71.2** Director of Corporate Governance to reinforce the concerns raised by the Committee in relation to the Electronic Healthcare Records system in the presentation for the Escalation Board meeting.
- **PP26.71.3** People and Culture Committee to review the themes raised by staff during the engagement activity undertaken in relation to the Clinical Services Plan around the perception that staff do not feel enabled to implement the transformation required to change clinical services.
- **PP26.71.4** A strategic Board discussion to take place in relation to the Foundations for the Future Programme to determine opportunities to continue the full Organisational Change Programme or accelerate selected changes to improve stability, capacity and performance.

It was resolved that the Committee:

- **COMMENTED** on the content of the report.

PP26.72 Integrated Medium Term Plan 2026-2029 Reflection and Learning Report

Members received the report and the Interim Executive Director of Transformation and Strategic Planning highlighted:

- The paper is presented in draft format to allow reflections and learning from the Committee to be captured.
- The annual planning cycle is being strengthened to improve transparency and clarity, with learning and reflection informing its ongoing development.
- The Planning Maturity Matrices were introduced in November 2025 and are being used to inform the Integrated Planning Framework, helping identify gaps and areas requiring improvement.
- The themes captured within the report highlight improvements to the planning process, increased access to the planning team and stronger organisational collaboration. The Integrated Medium Term Plan has been described as more accessible and visible, enabling staff to better identify their contributions and priorities within the plan.
- Planning remains focused on Quarter Four as a reactive sprint rather than continuous planning. Greater integration is required across finance, workforce and service planning as well as stronger clinical leadership ownership, clearer alignment to priorities, and enhanced data and digital support.
- Greater emphasis is required on population health and earlier, system-wide planning with stakeholders supported by stronger engagement with frontline staff and clinicians to ensure a clear ‘golden thread’ throughout the organisation.
- The Planning Maturity Matrices will align with the themes identified and the learning will be used to inform a review of the Integrated Planning Framework and future planning arrangements.
- The Committee were invited to consider whether the findings accurately reflected their observations and whether any additional themes should be considered.

In discussing the item, the Committee:

- Noted the need to align strategic direction with finance and workforce resources to support delivery, recognising that progress has previously commenced in this area but was not sustained due to demand and capacity pressures.

- Referred to prevention and public health noting that an analysis had been undertaken against each strategic intention to identify opportunities to create a framework where prevention is embedded within existing priorities and can inform future planning discussions.
- Referred to discussions at the Performance, Finance and Information Governance Committee around zero based budgeting and noted the need to review the extent to which current budgetary arrangements are aligned to service need rather than historic allocations. It was confirmed that this direction of travel is being progressed but will be challenging given existing budget misalignment.

Action:

- **PP26.72.1** Performance, Finance and Information Governance Committee to review zero based budgeting to ensure budgets are fit for purpose moving forward and review the position routinely throughout the year.

It was resolved that the Committee:

- **NOTED** the content of the report.
- **REVIEWED** the work being undertaken.

PP26.73 Proposal - Format for Population Health Delivery Reporting 2026-2027

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

- The proposed report will be structured around the four headings included in the Integrated Medium Term Plan that underpin the strategic intention, enabling all elements and prevention indicators to be aligned within the framework including Community by Design and the Clinical Services Plan.
- The report aims to provide assurance on progress at both strategic Health Board level and individual programme level, with the current mock-up intended to test the approach ahead of a more comprehensive scorecard being presented to the next meeting.

In discussing the item, the Committee:

- Recognised that the proposed reporting approach aligns with the work of the Performance, Finance and Information Governance Committee and supports the development of a single performance report, providing a consistent view of performance across areas including Planned Care and Urgent and Emergency Care allowing specific elements to be reported to the respective Committees.

It was resolved that the Committee:

- **REVIEWED** the proposed new format for the Quarterly Performance Scorecard Report delivery report which provides a scorecard approach to the performance metrics plus brief narrative for items ‘off-track’ - included as Appendix A.
- **APPROVED** the new reports – Quarterly Performance Scorecard Report and Executive Director of Public Health Report for use, commencing September PPHP Committee.
- **APPROVED** the schedule for proposed papers - Appendix C.
- **AGREED** that items requiring more detailed narrative/discussion identified through the course of review of the Quarterly Performance Scorecard Report and the

Executive Director of Public Health Report, which do not form part of the cycle of business will be requested by the Committee and/or Executive Director of Public Health.

PP26.74 Year End Report: Use of Grant Funding 2025-2026

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

- Historically, the majority of prevention funding received by the Health Board has been provided through Welsh Government grants for specific purposes. While the funding is spent internally, delivery is undertaken by the relevant service teams, such as smoking cessation and weight management, with the Public Health Team providing oversight and monitoring delivery against requirements.
- Assurance was provided to the Committee that services are delivering against the grant requirements, with clear links to the outcomes developed by Public Health Wales. It was noted that, while smoking rates in North Wales have reduced and targets have been exceeded over the last two years, achieving the current 6% population smoking target remains challenging.

In discussing the item, the Committee:

- Reflected that internal controls have been a barrier in the past to maximising Welsh Government grant funding. It was confirmed that advanced planning is being strengthened in this area to improve oversight, repurpose underspends where appropriate and reduce year-end pressures.
- Highlighted similar issues in relation to cluster funding and the requirement to return underspends can create uncertainty and limit the ability to appoint substantive staff. It was confirmed that work is ongoing to secure funding to ensure substantive posts are included within the baseline position.
- Noted that the grant deliverables are largely activity-based suggesting further work is required to strengthen links to outputs, outcomes and impact. It was confirmed that the work in this area has been process focussed to ensure a grip on grant programmes noting the need to balance plans and outcomes going forward.

It was resolved that the Committee:

- **NOTED** the progress made to maximise grants received and the actions in place for continual improvement to both processes and outcomes.
- **NOTED** the risk identified during the recent audit, (specifically to Dietetics, Weight Management, Infant Feeding and Help Me Quit Services) to delivery and staff, should PEY grant not be received for 27/28 and the consequent impact on delivery of prevention services to the population.
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PP26.75 Estates Strategy Review 2023-2033

This item was deferred to the September 2026 meeting.

PP26.76 Climate Adaptation and Decarbonisation Strategy Review

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

- A review has recently been undertaken in this area and identified a fragmented and siloed approach, however the review also highlighted that there are pockets of good practice and strong staff commitment, including initiatives such as the Gloves Off campaign and vehicle sharing.
- Currently, there is limited resource and a lack of consistent organisational direction to address climate adaptation and decarbonisation, noting that the proposed FFF structure includes a Head of Decarbonisation and Head of Sustainability which would support a more coordinated and strategic approach.
- Additional work is required to strengthen governance, provide access to resources and Board-level understanding of the issues, noting that the current position is not sufficient and requires further action.

In discussing the item, the Committee:

- Recognised the links to Emergency Preparedness, Resilience and Response and issues relating to adverse weather and climate change noting the need for a sustainable cross organisational approach and alignment with the wider work taking place with the Regional Partnership Board.
- Reflected on the estate of the organisation not being configured for recent weather issues noting the need to learn from the recent heatwave response, identify site-specific mitigations through a Task and Finish Group and ensure timely action to protect staff and patients in future adverse weather events.
- Highlighted that climate adaptation and decarbonisation is a whole-organisation strategic issue requiring coordinated Executive leadership, improved communications and proactive team engagement to support delivery against the Welsh Government net zero commitment by 2030 and future Board assurance requirements.
- Agreed that this should be discussed further by the Executive Committee to consider the next steps for strengthening organisational coordination and strategic approach as well as developing a clear plan to support Board-level discussion.
- Queried the Health Board's ability to meet the reporting duties against the plan to submit a return to Welsh Government by September 2026. It was confirmed that while minimum reporting requirements had been met, the quality and credibility of the submission needs to be strengthened.

Action:

- **PP26.76.1** Director of Environment and Estates to ensure the Climate Adaptation and Decarbonisation Strategy are discussed further by the Executive Committee to consider the next steps for strengthening organisational coordination and strategic approach as well as developing a clear plan to support Board-level discussion.

It was resolved that the Committee:

- **NOTED** the current programme position and trajectory of development.
- **SUPPORTED** the continued strengthening of programme governance and delivery arrangements.
- **SUPPORTED** the development of programme capacity and coordination.
- **SUPPORTED** the continued alignment of sustainability activity with organisational and system priorities.

GOVERNANCE, RISK AND ASSURANCE

PP26.77 Corporate Risk Register Report

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

- Work is taking place to strengthen controls around reducing risk exposure and a number of risks have now been revised in line with this area of focus noting that the risks relating to strategy and the Clinical Services Plan now align with the Integrated Medium Term Plan.

As part of the discussion, the Committee:

- Referred to the recent case of Ebola in Germany noting that this has reinforced the ongoing communicable disease risk, with further work required to ensure staff awareness, site readiness and the capability to safely manage patients noting that all sites are currently working to revise site plans and address any gaps.
- Expressed concern that some risks have remained on the same trajectory for over a year with no reduction in score. It was confirmed that further check and challenge will be undertaken with the relevant Executive Leads to review whether the current level of risk remains appropriate and to strengthen actions to support downward trajectories.

It was resolved that the Committee:

- **REVIEWED** and **SCRUTINISED** the corporate risks set out in the report, including consideration of the current risk position, existing controls, and identified gaps.
- **ENDORSED** the risks for submission to the Board, noting that one risk remains above the Health Board's risk appetite and therefore represent a continued exposure.
- **NOTED** that a programme of risk-specific meetings with Executive Leads is being established to further refine individual risks, ensure actions are sufficiently targeted, and support delivery of measurable reductions in risk scores within the agreed risk appetite.

PP26.78 Corporate Governance Report

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

- The report now includes additional information relating to the summary of business considered in private providing the Committee resolution and a rationale for each item to confirm to confirm the need to be discussed in private.
- The draft cycle of business was also included for consideration prior to reporting to the Board.

It was resolved that the Committee:

- **NOTED** the matters considered in Private at the 7 May 2026 meeting.
- **NOTED** the draft Cycle of Business for comment prior to approval.
- **NOTED** The Committee forward workplan.

CLOSING BUSINESS

PP26.79 Agree Items for Referral to Board / Other Committees

It was agreed that the Chair's Assurance Report would refer to the discussions around Foundations for the Future and the issues highlighted in relation to the Electronic Healthcare Records systems.

PP26.80 Review of Meeting Effectiveness

It was confirmed that some challenging issues had been discussed and the conversations aligned with the Health Board values noting the need to continue to support one another and remain mindful of differing perspectives.

PP26.81 Date of Next Meeting

Thursday 3 September 2026, 9.15am

PP26.82 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'