

**Betsi Cadwaladr University Health Board (BCUHB)**  
**Confirmed Minutes of the Planning, Population Health and Partnerships**  
**Committee held in Public on 4 September 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
<b>In Attendance</b>	
Tehmeena Ajmal	Chief Operating Officer
Paul Andrew	IHC Director of Operations (West)
Nesta Collingridge	Head of Risk Management ( <i>part meeting</i> )
Nathan Couch	Audit Wales
Dyfed Edwards	Chair of the Health Board
Dafydd Gwynne	Strategic Partnership Manager
Fflur Jones	Performance Audit Lead, Audit Wales
Sion Jones	Chief Technology Officer
Lauren Harkins	Associate Director of Strategy
Dave Harries	Head of Internal Audit
Stuart Keen	Director of Environment & Estates ( <i>via Teams</i> )
Sam Lauder	Assistant Director of Health Protection
Jane Moore	Executive Director of Public Health
Erica Roberts	Acting Assistant Director of Digital Delivery
Faye Sheldon	Consultant in Public Health, Medicine
Helen Stevens-Jones	Director of Partnerships, Engagement and Communications
Paolo Tardivel	Interim Executive Director of Transformation & Strategic Planning
<b>Committee Support</b>	
Laura Jones	Acting Corporate Governance Manager
Philippa Peake-Jones	Head of Corporate Governance

<b>OPENING BUSINESS</b>
<p><b>PP25/68 Welcome and Apologies</b></p> <p>The Chair of the Committee welcomed everyone to the meeting and apologies were noted for Caroline Turner and Dylan Roberts.</p>
<p><b>PP25/69 Declarations of Interest</b></p> <p>No declarations of interest were raised.</p>
<p><b>PP25/70 Unconfirmed Minutes of Meeting held on 03.07.25</b></p> <p>It was agreed that the minutes of the meetings held on 03.07.25 were a true and accurate record.</p>

## PP25/71 Matters Arising & Action Log

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

It was highlighted that the National Institute for Health and Care Excellence (NICE) have issued new guidelines on Diabetes focussed around personalised care targeted at individuals. It was confirmed that this will be discussed in further detail when the Committee next receive an update on Diabetes.

## STRATEGIC PRIORITIES

### PP25/72 Update on the Digital, Data and Technology Programmes and the Digital and Data Roadmap

Members received the report and the Chair, Acting Assistant Director of Digital Delivery, Chief Technology Officer and Assistant Director of Strategy highlighted:

- Work is underway by Audit Wales to complete a review of Digital Transformation across Wales. This has been discussed at a Board Development session, and the BCUHB response is in the process of being signed off. There is a need for the Board to have oversight of the assessment.
- A number of programmes are currently in progress and an update was provided on the following:
  - RISP (Radiology Informatics System Procurement) – This is a complex programme that was due to go live in November 2024. Due to a number of supplier delays and operational issues, the new go live date was noted as 8 September 2025. Further testing has been undertaken. The delays resulted in an underspend during 2024/25 which has allowed funding during 2025/26.
  - LIMS (Laboratory Information Management System) - There are a number of key issues nationally that have caused delays to the programme, a national approach has now been identified and plans are being put in place to secure a go live date.
  - Community Dental Service (CDS) Replacement Patient Management System – A business case was developed in October 2024 but was not considered. A new Senior Responsible Officer has been appointed and is due to submit a second briefing paper to the Executive Committee for consideration.
  - Digital Maternity Cymru (DMC) – There has been a ministerial directive that all Health Boards adopt a unified maternity electronic health records programme along with a patient facing app. The timescales set are challenging and require implementation by March 2026.
  - ePMA (electronic Prescribing and Medicines Administration) – The programme has faced issues relating to integration however testing is now taking place and the go live date has been deferred to Autumn 2025.
  - Therapies System Redevelopment – The project has been paused due to ongoing financial and contractual discussions taking place.
  - Acute and Community Hospital Electronic Health Records - A draft Outline Business Case (OBC) has been developed. Welsh Government have issued a directive requesting all Health Boards pause progress on electronic health records initiatives while work is undertaken to develop an all-Wales strategy and roadmap.

- All Ages Mental Health and Learning Disabilities Electronic Health Records – This project is currently in the procurement phase, a plan is in place to progress to approval of tender outcome during September 2025 with a contract award due to be issued in November 2025, subject to Board approval.
- In relation to the Essential Services Programme (ESP) it was noted that this is an ongoing programme of work to maintain the ICT infrastructure. The annual capital allocation does not cover the life cycle replacement costs in full. There has also been an increase in costs for hardware and software. The team are utilising Welsh Government year-end slippage to support investment needs in this area.
- There is a need to recruit staff within the team who have the right skill set. Work is taking place with under graduates.
- In relation to the Digital and Data Roadmap there has been work to refresh the documentation and align this to the strategic direction of the Health Board.
- The roadmap has been developed as a three horizon model with the first horizon building on essential services and establishing the foundations during 2025-28 to ensure core systems are in place for a modern Health Board. Horizons two and three focus on 2027-33.
- The roadmap includes six key domains ranging from the use of data to transform care, clinically led change, empowering patients and a focus on digital inclusion and health literacy. This area of work includes some key enablers to ensure developments are aligned across all strategies including the ten year strategy.

As part of the discussion, the Committee:

- Recognised the amount of work required and queried whether this has been considered as a whole programme of work and suggesting this could be reviewed in further detail by the Executive Committee to provide clarity. It was confirmed that the Executive Committee have completed a prioritisation exercise linking this to the overall strategy and the Integrated Medium-Term Plan however wider discussion is required in this area.
- Acknowledged the issues with access to Capital, it was noted that regular meetings are taking place with the Welsh Government Capital Team which provides an opportunity to facilitate some parallel messaging in this space to maximise the use of digital as an enabler.
- Highlighted that three of the programmes listed have no assurance and four of the programmes have partial assurance. The committees asked for further detail required on how progress is going to be achieved.
- Queried whether the Health Board can move forward with the Electronic Health Records programme or whether this is being driven as a Wales wide programme. It was suggested that clarity is required in terms of those programmes that can be supported internally and those that are national programme which can be supported by lead champions at a national level. It was confirmed that the majority of programme are nationally driven and there is a need to sequence the introduction of systems to utilise staff between projects.
- Referred to the Electronic Health Records programme confirming that Welsh Government are leading a National DDaT Leadership Board which has input from the Minister and All Wales Chief Executives to provide further governance around digital at a National level and provide a focus on the ministerial priorities. This

provides an opportunity to highlight the need for additional resource and capacity to deliver on the portfolios.

- Confirmed that Welsh Government have commissioned a piece of work with Digital Health Care Wales (DHCW) to co-design the national architecture, this is due to be published at the end of September 2025 and will inform the pan Wales plans stating that the BCUHB team are actively involved in this work.
- Provided a level of assurance that issues being highlighted around risks, governance arrangements and financial impact will be fed through via the Executive Strategic Planning Group, and the Director of Corporate Governance agreed to take this forward in the absence of the Chief Digital and Information Officer.
- Suggested the need to receive regular updates on National projects from the Digital Health Care Wales (DHCW) Board to provide assurance to the Committee and also allow the organisation to provide similar updates from a local perspective. The Director of Corporate Governance agreed to link in with the team to identify how this can be taken forward.
- Agreed that the Chair of the Committee and the Chair of the Health Board to discuss how to address some of the issues raised from a Board level perspective.

**Actions:**

- **PP25/72.1** Director of Corporate Governance to highlight the issues raised around risks, governance arrangements and financial impact to the Executive Strategic Planning and Service Group.
- **PP25/72.2** Director of Corporate Governance and DDaT Team to agree how to provide regular updates to the Committee on National projects from the Digital Health Care Wales (DHCW) Board as well as regular updates from a local perspective.
- **PP25/72.3** Chair of the Committee and the Chair of the Health Board to discuss how to address some of the digital issues raised from a Board level perspective.

It was resolved that the Committee:

- **NOTED** the updates and steps to achieve an assurance level of ‘Acceptable’ or above.

**PP25/73 Partnerships - Analysis and Strategic Direction**

Members received the report and the Director of Partnerships, Engagement and Communications highlighted:

- The report is the outcome of a previous discussion held by the Committee in May 2025 around partnership engagement and activity.
- The information summarises the mapping exercise that took place to highlight the current position in terms of the Health Board’s influence, relationships and connections with partner organisation and is aligned to the intention of the Integrated Medium Term Plan.
- The Committee were asked to discuss whether there were any gaps in the analysis, which partnerships should be prioritised and how can the organisation overcome any potential barriers.

As part of the discussion, the Committee:

- Acknowledged the way the Health Board works in conjunction with partners and the wider communities is critical to deliver Health Board strategic priorities. There is a need to build relationships with key partners and to work more collaboratively.
- Suggested further analysis is required in terms of system mapping in addition to developing a strategy for continuous involvement and engagement with the population by potentially utilising existing groups rooted within communities. It was suggested that lead sponsors are identified for each relationship as well as further developing links with the Regional Partnership Board.
- Recognised the work completed in relation to Well North Wales but highlighted the need to ensure workstreams align with the relevant areas such as the partnership and engagement work.
- Emphasised the need to understand where trusted relationships have already been developed with partners as this will be more beneficial than using a top down approach.
- Proposed that the Stakeholder Reference Group is utilised more effectively and for Committee Chairs to gain a greater understanding of how the Group can support specific workstreams. It was confirmed that there is a need to gain the views of stakeholders from an early stage and align with the wider organisational strategic work.
- Confirmed that going forward the report will be refreshed following the discussion and a progress report will come back to a future meeting.
- Noted that the engagement framework is due to be presented to the Committee in November.

It was resolved that the Committee:

- **DISCUSSED** the report.

### PP25/74 Director of Planning Report

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

- An informal Board development session has taken place recently to discuss the development of the strategy and the strategic direction of the work going forward.
- Further work is taking place in relation to the Tywyn and Penley Community Hospitals, an external Strategic Advisor has been appointed and the process and timeline for engagement and consultation is currently being discussed.
- In relation to external service change, the Hywel Dda Clinical Services Plan is currently out for consultation and has been discussed at an informal Board session.
- Feedback has been received from Welsh Government in relation to the Integrated Medium Term Plan, this will be reviewed and incorporated into the Integrated Planning Framework which will come back to the Committee in November before being presented to the Board.
- A revised Planning Maturity Matrix was issued to all Health Boards during the summer and the self-assessment is due to be completed by the end of November 2025.
- The Corporate Planning Team continue to support a continuous planning approach in relation to developing the next cycle of the Integrated Medium Term Plan. Sessions have taken place with the Board and the Regional Partnership Board, a

Committee development session is due to take place in September 2025 and further discussions are also taking place with the Executive Team.

- There have been difficulties in obtaining sufficient information to complete the review of projects/programmes. The revised plan is to prioritise the information in two streams, the first focused on schemes with a direct impact on front line clinical decisions and the second focused on the remaining non clinical areas. This will be discussed in further detail by the Executive Committee and the Performance, Finance and Information Governance Committee.
- Progress has been made in relation to the Future Generations Report 2025, the final version of the report will be considered and submitted by the end of October 2025.

As part of the discussion, the Committee:

- Queried the process used in relation to the service change work completed regarding Tywyn and Penley Community Hospitals. It was confirmed that engagement took place with a range of internal and external partners as well as staff and Trade Unions. There is a need for the decision to be considered by the Board.

**Action:**

- **PP25/74.1** Director of Corporate Governance and Interim Executive Director of Transformation & Strategic Planning to review the advice being provided in relation to Tywyn and Penley Community Hospitals ahead of being considered by the Board.

It was resolved that the Committee:

- **NOTED** the content of the report.

**PP25/75 Key Programmes Report**

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

- The report has been reviewed by the Strategic Planning and Service Change Group who have oversight of the programmes and have commissioned a portfolio style report to ensure that effective scrutiny can take place.
- The Group complete a cycle of deep dives across the programmes, the last sessions focussed on the Llandudno Hospital Orthopaedic Hub and the next session will focus on the LIMS (Laboratory Information Management System).
- An executive summary has been provided in the report to highlight the overall service issues and unmitigated risks. Work is taking place to identify the benefits and this will become more apparent once the programmes go live.

As part of the discussion, the Committee:

- Raised concerns in relation to Electronic Healthcare Records noting that the programme has limited cash releasing benefits but should result in significant savings in staff time. It was confirmed that the programme will enable staff to provide safer care which will result in improved patient experience.
- Recognised the need to ensure that the work being commissioned by the Board is aligned to the strategic intent of the organisation. It was suggested there is a need to ensure clear processes are in place and governance approval at the appropriate level.

- Noted the opportunities for the Board to transform services but queried the timescales in relation to the Llandudno Hospital Orthopaedic Hub. It was confirmed that there are a number of deadlines that have not been achieved, the Director of Environment and Estates is closely monitoring progress and has a high level of engagement with the relevant colleagues with completion forecast by mid January 2025.
- Confirmed that the Audit Committee received a report on the Llandudno Hospital Orthopaedic Hub at its meeting in August 2025 as a limited assurance report has been issued.

It was resolved that the Committee:

- **RECEIVED ASSURANCE** on the oversight mechanisms in place via the Strategic Planning and Service Change Group
- **NOTED** the challenges and risks that exist which are being addressed by this group; **NOTED** the deep dive process in place to augment this reporting.

### PP25/76 Annual Delivery Plan Q1 Report

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

- The report has been modified to focus on progress in the context of a full year rather than by individual quarters and this continues to be work in progress.
- A number of deliverables are currently off track and further information has been provided to highlight the areas of concern.
- The broader report being developed will align performance and outcomes with delivery against the milestones to provide a fuller picture in a more strategic context.

As part of the discussion, the Committee:

- Recognised the need to ensure a level of oversight is in place to ensure accurate information is being reported and the revised reporting mechanisms will support this.

It was resolved that the Committee:

- **RECEIVED ASSURANCE** on the progress made during Quarter 1 along with the challenges highlighted; and
- **APPROVED** the change controls outlined within the paper.

### PP25/77 Winter Resilience Planning 2025/26

Members received the report and the Chief Operating Officer and IHC Director of Operations (West) highlighted:

- The report sets out the key requirements of the Winter Resilience Planning approach that has been undertaken in the Health Board and with partner agencies, as recommended by Welsh Government.
- A regional integrated self-assessment relating to the provision of safe care over Winter has been coordinated by the Regional Partnership Board, and a full plan is expected to be completed by 31 October 2025.

As part of the discussion, the Committee:

- Queried what adjustments have been made based on the learning from last year. It was confirmed that there has been alignment of resources with Local Authorities and this will be tested with the Regional Partnership Board later this month. Plans are also in place to share information with Local Authorities and utilise data to provide more accurate information around sharp peaks to allow the teams to adjust resource as required.
- Reflected on the funding provided by Welsh Government to Local Authorities and queried whether the Health Board had an opportunity to discuss how the funding should be utilised. It was confirmed that Welsh Government corresponded directly with Local Authorities noting that a joint self- assessment would have been beneficial.
- Supported the paper for onward submission to the Board in September 2025.

It was resolved that the Committee:

- **REVIEWED** the Resilience Planning approach for 2025/26; and
- **SUPPORTED** the Winter Plan for onward consideration by the Board.

### **PP25/78 Health Protection Service - Service Overview and Update on Activities**

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

- The report provides an update on the Health Protection Service and assures the Committee on the approach that has been taken to deliver against the Welsh Government Health Protection principles.
- Welsh Government have produced a draft health protection framework which establishes the strategic vision for Wales and ensures Health Boards prepare, prevent and respond to health protection.
- A number of key areas of work have been completed in the last three months which included the delivery of a Tuberculosis screening event in the East IHC, the delivery of a national vaccination programmes which was mandated by Welsh Government and the delivery of an infection prevention control (IPC) review programme within residential care homes which resulted in a 50% reduction in admissions to secondary care services.
- Going forward the team will continue to develop an integrated North Wales system to protect the population as well as supporting the strategic vision to deliver the Welsh Government principles.

As part of the discussion, the Committee:

- Emphasised the significant amount of work that has taken place which prevents some significant issues from reaching healthcare settings.
- Noted the figures in relation to influenza vaccinations provided to Health Board staff and queried the low uptake. It was confirmed that there are plans in place to link the data between staff vaccinations and sickness days lost to provide more detailed information in this area.

It was resolved that the Committee:

- **RECEIVED ASSURANCE** on the approach that has been taken to deliver against the Welsh Government Health Protection principles in North Wales.

## PP25/79 Actif Workplace Update

Members received the report and the Executive Director of Public Health and Consultant in Public Health, Medicine highlighted:

- The aim of the initiative is to develop a range of resources to improve the health and wellbeing of employees through a whole workplace approach to physical activity.
- Considerable progress has been made since this was reported to the Committee in December 2024. A bi-lingual webpage has been developed in partnership with the Health Board and Actif North Wales and this includes links to the Actif Workplace Toolkit, Policy Templates, Actif Soles Campaign and Actif Workplace Videos for desk based exercise. The webpage has had recognition locally and nationally in relation to the quality of resources produced.
- A working group has been established to develop a Health Board Actif Workplace Policy and includes a wide range of representatives including Trade Unions. A staff survey has also been disseminated to inform the policy development and to assess current physical activity levels and barriers to physical activity in the workplace.
- The team are also working in partnership with the Environment and Estates Directorate to agree an approach to establish the North Wales Healthy Travel Charter by early 2026.

As part of the discussion, the Committee:

- Referred to stand up desk and queried how access for staff can be managed in the current financial climate. It was suggested this could be raised via the Strategic Health and Wellbeing Group to investigate how this resource could be commissioned adding that this is one component of the programme and there are some cost neutral elements that can be progressed.
- Queried the impact of this work and how it can be measured. It was confirmed that the team are working on this area, views shared via the staff survey will help to develop the policy and it has been suggested to follow the journey of a range of staff members who complete the survey to see the impact of this work.
- Recognised the work taking place but moving forward, suggested the need to identify key outputs to provide more detailed updates as the project progresses. It was confirmed that the benefits are far reaching as behaviours in the workplace ripple to the home.
- Noted the difficulties in establishing the Healthy Travel Charter due to the geography of North Wales however work is taking place to link this to the green plans and future estates strategy to provide opportunities for access.
- Suggested a strategic focus to this reporting in future.

It was resolved that the Committee:

- **ENDORSED** the progress being made with progressing the Actif Workplace Programme.
- **APPROVED** and commit to leading by example in modelling healthy and active behaviours in the workplace (e.g., take active breaks, walking meetings, wear active soles in the workplace).
- **APPROVED** the nomination of an Executive Lead to be filmed for the internal campaign launch.

- **SUPPORTED** the promotion of the Actif Workplace Resources following the internal launch, encouraging all directorates and teams to be more active in the workplace.
- **ENDORSED** the embedding of the Actif Workplace Toolkit and policy across BCUHB, including integration into the Occupational Health Team work.
- **SUPPORTED** the promotion and use of Actif Soles within BCUHB to encourage movement and active footwear use during the working day.
- **SUPPORTED** BCUHB's commitment to maintain delivery against the North Wales Healthy Travel Charter.
- **SUPPORTED** the exploration of funding opportunities through the BCUHB Strategic Staff Health and Wellbeing Group to develop facilities for active travel and access to standing desks.

### PP25/80 Progress Update on Year One of the Arts in Health & Wellbeing Three Year Strategic Framework

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

- The report provides an overview of year one progress against the aims and objectives of the Arts in Health and Wellbeing Three-Year Strategic Framework.
- The programme is a core element of the holistic approach of the Health Board; utilising a diverse range of methods and settings to improve the health of the population.
- The work is now starting to align with the performance management structure to enable the team to measure progress as well as provide opportunities to further embed this area of work into the prevention agenda.
- An Arts, Health and Wellbeing Partner Steering Group has been developed to enable collaborative and partnership working to take place and support delivery of the Framework.
- A range of funded projects have taken place across the organisation that have enabled the team to trial and learn from a range of innovative approaches to improving health and wellbeing in both hospital and community settings.
- There are challenges as demand increases and the team have recently appointed a new post to allow work to be embedded and ensure a more sustainable offer can be provided going forward.

As part of the discussion, the Committee:

- Queried how the measurable impact on progress can be demonstrated in the development of key areas. It was confirmed that an evaluation strategy has been produced and there are specific areas that are now able to demonstrate the impact on staff and patients.
- Highlighted the strong links with Ty Llywelyn and the work taking place with the art therapists to provide this service.
- Noted the *Coming to our Senses* project and queried whether this is a health and wellbeing programme for Health Board staff. It was confirmed that this is for staff members and further work is taking place to see where investments can be made to provide support for staff which can be linked up to data to start to build an evidence base.

It was resolved that the Committee:

- **NOTED** the progress made during the first year of the Arts in Health and Wellbeing 3-year Strategic Framework, and the ongoing challenges of meeting the demand for creative approaches to improving health and wellbeing.
- **ENDORSED** the development of, and staff engagement with, creative wellbeing resources and activities to support the Culture Change Programme, which will contribute to improving the health and wellbeing of staff, preventing long term sickness absence, and increasing retention.
- **IDENTIFIED** opportunities to embed, or further embed, Arts in Health approaches within BCUHB services.

#### **PP25/81 BCUHB Welsh General Ophthalmic Services (WGOS) Annual Report 2024/25**

Members received the report and the Chief Operating Officer highlighted:

- In line with the ministerial directions, the Health Board are required to produce and publish an eye care services annual report for the purpose of monitoring the provision of Welsh General Ophthalmic Services.
- Progress is being made in this area however there have been challenges with cataract surgery as well as ensuring correct pathways are followed and this is being discussed in further detail with clinical colleagues.

It was resolved that the Committee:

- **NOTED** the contents of this report for information and publication on BetsiNet.

#### **PP25/82 Discussion on Primary Care**

Members discussed the item and the Director of Corporate Governance highlighted:

- Primary Care previously sat within the remit of the Quality, Safety and Experience Committee and has now been confirmed under the remit of this Committee.
- There is a need for clarity on the assurance required by the Committee in relation to the development of Primary Care and how this can be developed in the planning space to align with the Integrated Medium Term Plan.

As part of the discussion, the Committee:

- Confirmed that the discussion at the Planning, Population Health and Partnership Committee Development Session taking place on 24 September 2025 will include Primary Care as well as health inequality.

#### **Action:**

- **PP25/82.1** Discussion to take place outside of the Committee in relation to the assurance required to be provided by the Committee regarding the development of Primary Care.

It was resolved that the Committee:

- **NOTED** the discussion.



## GOVERNANCE AND ASSURANCE

### PP25/83 Board Assurance Framework

Members discussed the item and the Head of Risk Management highlighted:

- The delayed actions in relation to the Strategic Development and Digital Transformation risk have previously been discussed by the Committee and funding delays remain an issue.
- The Planning risk has been discussed by the Risk Scrutiny Group and some recommendations have been updated.
- The additional risks highlighted in the report are progressing.

As part of the discussion, the Committee:

- Queried whether BAF24-06 sits with this Committee or the Quality, Safety and Experience Committee. It was confirmed it is a patient safety risk however it also includes population health so therefore sits across both Committees.
- Raised concern around actions not being smart as it is difficult to determine whether improvements have been made and actions have been completed.
- Noted concerns in relation to the Digital risk BAF24-02 and Assurance risk BAF24-08. It was confirmed that wider development will be taking place in relation to the Corporate Risk Register and suggested these concerns are noted in the Chair's Assurance Report to the Board.

#### Action

- **PP25/83.1** Note the concerns raised in relation to BAF24-02 and BAF24-08 in the Chair's Assurance Report to the Board.

It was resolved that the Committee:

- **RECEIVED** and **CONSIDERED** the contents and assurance rating of the Board Assurance Framework.

## FOR INFORMATION

### PP25/84 Summary of Business to be Reported from Private

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

### PP25/85 Committee Forward Workplan

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

## CLOSING BUSINESS

### PP25/86 Agree Items for Referral to Board / Other Committees

It was agreed to alert the Board to the concerns raised in relation to the Board Assurance Framework.

### PP25/87 Review of Meeting Effectiveness

This item was not discussed.



**PP25/88 Date of next meeting**

Tuesday 28 October 2025, 9.30am

**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’*