Betsi Cadwaladr University Health Board (BCUHB)
Confirmed Minutes of the Planning, Population Health and Partnerships Committee held in Public on 7 May 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)
Dyfed Edwards	Chair of the Health Board (part meeting)
Jody Evans	Assistant Head of Risk Management (part meeting)
Jane Moore	Executive Director of Public Health
Justine Parry	Acting Director of Digital, Data and Technology (via Teams)
Helen Stevens-Jones	Director of Partnerships, Engagement and Communications
Paolo Tardivel	Interim Executive Director of Transformation & Strategic Planning
Pam Wenger	Director of Corporate Governance (via Teams)
Committee Support	
Laura Jones	Acting Corporate Governance Manager
Philippa Peake-Jones	Head of Corporate Governance

OPENING BUSINESS

PP26.44 Welcome and Apologies

The Chair of the Committee welcomed everyone to the meeting and apologies were noted for Stuart Keen.

PP26.45 Declarations of Interest

No declarations of interest were raised.

PP26.46 Unconfirmed Minutes of Meeting held on 5 March 2026

It was resolved that the Committee:

- **AGREED** that the minutes of the Planning, Population Health and Partnerships Committee meeting held on 5 March 2026 were a true and accurate record.

PP26.47 Matters Arising & Action Log

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

It was noted that the Estates Plan 2025/2028 and Climate Resilience and Decarbonisation Strategy items had been withdrawn from the agenda.

STRATEGIC PRIORITIES

PP26.48 Key Programmes Report

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

- The purpose of the report is to provide the Committee with an overview of current progress and assurance regarding scrutiny that has already taken place at the Strategic Planning and Service Change Group.
- The Value and Sustainability and Foundations for the Future programmes have transitioned from Major Change Programmes to Key Programmes noting that Community by Design has now become a Major Change Programme.
- Progress has been made across several programmes including the Radiology Informatics System Project (RISP) which has now reached the closure stage and Electronic Prescribing and Medicines Administration (ePMA) and the Digital Maternity System which were both implemented during March 2026.
- A number of programmes, including the Electronic Health Record (EHR), the Laboratory Information Management System (LIMS), and the Llandudno Planned Care Hub continue to experience significant challenges and require enhanced oversight.
- The Health and Wellbeing Hubs will require acceleration in 2026/27 with an agreed overarching programme approach in conjunction with the Director of Environment and Estates and the Chief Operating Officer.
- This will be the final Key Programmes Report in its current format, to streamline reporting future assurance in this space will be embedded through the reporting of the Annual Delivery Plan.

In discussing the item, the Committee:

- Raised concerns in relation to progress of the Electronic Healthcare Records system noting that National constraints are impacting local delivery and the main area of risk relates to the timescale for development of the All Wales plan. It was confirmed that work is taking place Nationally to review all digital and data requirements across Wales, an All Wales Digital Conference is taking place on 21 May 2026 and the team are continuing to prepare for implementation despite national approval delays. It was noted that this area of work is important in transforming and delivering services across the Health Board as we move forward.
- Referred to the Mental Health Electronic Healthcare Records system noting that this has been to tender and approved by the Board, Ministerial approval is now being sought and contact is being made with procurement to clarify the next steps once a contract has been awarded. The Chief Executive is involved in this process and correspondence is taking place with Welsh Government to understand any further delays. It was agreed that the Acting Director of Digital, Data and Technology and Director of Corporate Governance would review progress and circulate an update outside of the meeting to confirm how to move this area of work forward.
- Highlighted the Ablett Mental Health Unit in relation to the reorientation of the Mental Health policy and the potential need to restructure the Mental Health estate across Wales. It was suggested that models of care will transform in line with the Mental Health Act therefore there is a need to balance service provision in the interim period and move forward with the new models of care.

- Recognised the current position in relation to the Llandudno Orthopaedic Hub questioning the capacity and confidence for delivering future Major Change Programmes and suggested the need to review the issues and understand the learning to improve future programme delivery. It was confirmed that the Chief Executive commissioned a Capital review to understand the issues and address how projects can be managed going forward suggesting the draft review is shared for sightedness.
- Reflected on the delivery of programmes noting the work that will be required to deliver the health and wellbeing hubs and the current lack of infrastructure in this area. There are some points of learning that can be taken forward along with the need for increased transparency with external partners.
- Queried the ongoing issues with the Laboratory Information Management System (LIMS) and how this can be progressed. It was confirmed that the Health Board have offered to help with testing and the teams are ready to move forward with the system however there is a reliance on Digital Health and Care Wales. It was agreed that the Acting Director of Digital, Data and Technology would provide a briefing paper for the Committee Chair ahead of the All Wales Digital Conference taking place on 21 May 2026.
- Agreed to receive the update but noted that there are low levels of assurance in a number of areas therefore suggested the recommendation was amended.

Actions:

- **PP26.48.1** Acting Director of Digital, Data and Technology and Director of Corporate Governance to review progress and current status of the Mental Health Electronic Healthcare Records system and circulate an update outside of the meeting.
- **PP26.48.2** Director of Corporate Governance to share the draft Capital review commissioned by the Chief Executive relating to Llandudno Orthopaedic Hub and future project delivery.
- **PP26.48.3** Acting Director of Digital, Data and Technology to provide a briefing paper for the Committee Chair on the current position relating to the Laboratory Information Management System (LIMS).

It was resolved that the Committee:

- **RECEIVED** the report.

PP26.49 Annual Delivery Plan (Q4)

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

- Further refinement of the report is required due to feedback from the Strategic Planning and Service Change Group ahead of submission to the Board in May 2026.
- The year-end position reflected some optimism bias which will be addressed noting that comparison against the Quarter 3 report has been reflected.
- Progress has been made in a number of areas, but there is a significant difference in high and low confidence levels therefore this will be reviewed in further detail to address how the information is captured and tested.
- Strong progress has been made in enabling functions, Governance, Planning and specific Clinical Services such as Mental Health, Plastics and Oncology.

- There has been under delivery in some high-impact areas, including Commissioning, Foundations for the Future, Urgent and Emergency Care, Community Care ad Diagnostics including some Challenged Services.
- Some areas such as Neuro Development show as being delivered but further improvements are required and Planned Care didn't achieve the actions set but there has been an improvement in the statistics.
- All the outcomes are included in the Integrated Medium Term Plan which will address some of the actions and outcomes.
- The overall year end position is balanced showing progress in enabling areas but highlighting where further work is required in areas of importance.

In discussing the item, the Committee:

- Recognised the need to understand the learning and set achievable objectives and targets noting that the Integrated Medium Term Plan includes a level of balance with stretch targets and clarity on what the organisation want to achieve.
- Noted that not all of the deliverables were achieved, the current year's plan will focus on core business and compliance priorities with Board reporting emphasising regulatory compliance and providing clear assurance. Reporting should be candid and reflect the progress made ensuring Directors retain ownership of actions within their areas to ensure accountability for delivery.
- Suggested that counting of deliverables alone can provide a misleading picture without consideration of impact and outcomes within a complex environment.
- Referred to progress made in specific areas such as delivery against Public Health targets noting that work is required as part of the Community by Design Programme to address areas such as Diabetes.
- Acknowledged the work that has been completed by the Partnerships, Engagement and Communications team to put foundations in place to embed and deliver.
- Referred to the Major Change Programmes noting that continued recovery pressures limit the ability to embed longer-term improvement. Work is taking place to align the work of the Major Change Programmes however these are challenging areas where teams continue to focus on patient safety and quality.
- Highlighted the staff affected by the re-structure linked to the Foundations for the Future Programme and the frustrations being shared. It was confirmed that this is being addressed by the People and Culture Committee, and the Chief Executive and Chair acknowledged these concerns during the last Board Development session.
- Agreed that further work is required ahead of the report being presented to the Board in May 2026 suggesting that clarity is required around the progress that has been achieved and the current position but to also be clear on the challenges limiting progress and the major areas that will provide impact for staff and communities.

It was resolved that the Committee:

- **RECEIVE ASSURANCED** on the progress made during 2025/26 and noted the end of year position of delivery against the 2025-2026 Annual Delivery Plan.
- **NOTED** that where the full sub-objective has not been achieved in year, outstanding actions have been carried forward into the 2026-2029 Integrated Medium Term Plan as appropriate.

PP26.50 Director of Planning Report

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

- The report provides an update on key strategic, planning, and transformation activities across the Health Board.
- Work on the Ten Year Strategy has commenced, the Strategic Intentions have been approved and the focus in Quarter 1 will be on completing the Discovery Phase.
- There has been some initial, positive engagement with senior clinicians across all areas on the Clinical Services Plan noting that the focus will now be on the methodology, governance and agreement of the initial priority service areas supported by targeted engagement and noting the importance of sustaining momentum.
- A review of the original Challenged Services has taken place with Welsh Government, Gastroenterology (including Endoscopy) has been formally recognised as a Challenged Service and a Rapid Quality Review is being undertaken in order to identify and review any quality concerns and this will be reported via the Strategic Planning and Service Change Group.
- Inpatient services at Tywyn and Penley Community Hospitals continue to be the main internal service change areas of focus noting that public consultations will commence post the Senedd elections.
- There have been improvements in relation to the development of the Integrated Medium Term Plan, the iterative process will continue, the maturity matrices will be utilised and continuous planning will commence early.
- The Major Change Programmes have evolved, work is taking place to review the resource implications noting the improved synergy between programmes.
- A draft Well-being Statement has been produced in accordance with the Well-being of Future Generations (Wales) Act 2015 and has been included in the private supporting papers as further refinement is required. The Statement will be included as a section in the Health Board Annual Report and will form part of the Ten Year Strategy.

In discussing the item, the Committee:

- Recognised the timeline for delivering the Clinical Services Plan and the need to ensure this is achieved along with conducting key engagement with clinicians.
- Noted the need for Challenged Services to be developed in line with the Clinical Services Plan and demonstrate improvements confirming that a paper relating to Gastroenterology becoming a Challenged Service is being shared with the Quality, Safety and Experience Committee this afternoon.
- Suggested interdependency is required between the Clinical Services Plan, Challenged Services and Foundations for the Future. It was agreed that there is a need for balance to ensure progress. It is unlikely that all elements will align in a timely manner.
- Agreed that the focus needs to be on creating sustainable solutions and services for the population of North Wales ensuring space is created to allow clinicians to lead areas of change and this was reflected at the session held with clinicians.
- Reflected on the draft Well-being Statement suggested further work and clarity is required, the Director of Corporate Governance and Interim Executive Director of

Transformation & Strategic Planning agreed to discuss this further outside of the meeting.

Action:

- **PP26.50.1** Director of Corporate Governance and Interim Executive Director of Transformation & Strategic Planning to discuss the draft Well-being Statement outside of the meeting for inclusion in the Annual Report.

It was resolved that the Committee:

- **NOTED** and **GAINED ASSURANCE** on the content of the report.

PP26.51 Citizen Experience and Engagement Report

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

- The report was being shared with the Committee before being presented to the Board meeting in May 2026.
- The report has evolved over the past 18 months and provides a high level overview of the feedback received from citizens utilising a vast array of engagement tools.
- The feedback highlights an increased awareness of system flow which may be a result of the continued promotion of campaigns to help people choose the right service and understand what to expect when accessing care.
- The report demonstrates the progress made balanced with the current challenges.
- The period has seen increased influence from social media in relation to the upcoming elections and additional Artificial Intelligence information. The team are reviewing what tactics can be used to stop misinformation being shared and factual inaccuracies continue to be corrected.

As part of the discussion, the Committee:

- Noted that prevention is being included in manifestos, further work is required to fully engage with the population to balance public relationships with the health services and these discussions are commencing.
- Highlighted that the report refers to survey responses and suggested some further detail could be shared with the Committee. It was agreed to share the report based on the Emergency Department patient experience.
- Confirmed the importance of demonstrating how feedback informs action as Welsh Government hold the data for National reporting around patient satisfaction and suggested future reports refer to official figures.
- Queried how to redress the balance between social media and misinformation, it was confirmed that a strategic approach is required which may result in a broader conversation with other Health Board and agreed that this area of work will evolve.
- Suggested that sharing more information externally is important in becoming a more transparent organisation. It was confirmed that work is taking place to publish more data on the website however there is a need to ensure the data is validated prior to sharing.
- Referred to the information based on Emergency Departments and queried whether this is informing the work being completed to improve access to services. It was

agreed that there is a need to move toward following feedback through the system to identify the action and evidence the outcomes.

Action:

- **PP26.51.1** Director of Partnerships, Engagement and Communications to share the report based on the Emergency Department patient experience with the Committee.

It was resolved that the Committee:

- **NOTED** the key themes from citizen feedback.
- **ASSURED** itself that the citizen voice is shaping organisational objectives and decision-making, as well as operational improvements.

PP26.52 Emergency Preparedness, Resilience and Response Annual Report

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

- There is a statutory requirement for the Health Board to prepare, plan and mitigate against disruptive incidents due to being classed as a Category 1 responder.
- The report sets out the progress made, the key activities being undertaken and the issues that need to be addressed moving forward.
- The Emergency Preparedness, Resilience and Response Lead has made significant progress across the organisation to ensure clear business continuity plans are in place and are being thoroughly reviewed, tested and exercised on a regular basis.
- There has been improved partnership working through the Local Resilience Forum and positive feedback was received from Exercise Pegasus where all four Nations were tested.
- 80% of staff have now completed the required training and as part of the Foundations for the Future Programme, all those staff who are required to undertake On-call duties will be fully trained and this will be included in the relevant job descriptions.
- Further work is required around major incidents, response to Chemical, Biological, Radioactive Nuclear and Explosive threats has been tested across all three Integrated Health Communities which highlighted issues which need to be addressed.
- An Internal Audit has been completed in this area, significant progress has been made since the previous audit in 2024 however the outcome has provided limited assurance therefore further action is being taken.

As part of the discussion, the Committee:

- Agreed that the report provides further assurance than previous reports and suggested the Internal Audit report, actions and next steps are referenced in the report being shared with the Board in May 2026.
- Highlighted the potential risks around the plans for the Nuclear Power Station in Anglesey.
- Recognised the significant amount of work completed in this area by the Emergency Preparedness, Resilience and Response Lead and the team.

Action:

- **PP26.52.1** Include an additional recommendation to state that the report has been endorsed for Board approval.
- **PP26.52.2** Executive Director of Public Health to ensure the Internal Audit report, actions and next steps are referenced in the report being shared with the Board in May 2026.

It was resolved that the Committee:

- **ENDORSED** the report for Board approval.
- **NOTED** the key activities and response to incidents and emergencies during 2025/26;
- **RECEIVED ASSURANCE** that BCUHB is prepared to respond to an emergency and has resilience to the continued provision of safe patient care; and
- **RECEIVED ASSURANCE** that where gaps in resilience have been identified, the key actions and milestones have been incorporated into the annual work plan.

PP26.53 Population Health Delivery Report

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

- The format of the report is being revised and will be in the new format for the next Committee in July 2026.
- The report is being aligned to the new strategic intentions and the areas included in the Integrated Medium Term Plan which has highlighted a ranged of deliverables and work is taking place to ensure progress is reviewed and measured.
- Work is also taking place to ensure data is clear and actions are being used to address areas of limited delivery.
- The final figures for some areas of reporting will not be received until the year end figures have been calculated and have therefore not been included in the report. It was requested that the report is re-circulated outside of the meeting with the final revised figures.
- Strong progress has been made in vaccination uptake, with the Health Board performing well compared to other Health Boards. Parents not consenting to children receiving vaccinations will be a focus area this year.

As part of the discussion, the Committee:

- Stated that some areas have National targets but require local delivery and queried whether the Health Board have any influence in this area. It was confirmed that UK vaccination targets are set Nationally and the Health Board determine the coverage needed for population impact. Local work focuses on influencing delivery, school immunisation services and collaboration with primary care to improve immunisation and screening uptake.
- Confirmed that the challenge is to sustain improvements over time and queried whether there could be a focus on specific areas to identify whether this has impacted Public Health in North Wales. It was confirmed that the report focuses on primary, secondary and tertiary prevention noting the importance of partnership-led, community-based approaches within the context of the Integrated Medium Term Plan and Community by Design programme as a key element.

- Suggested the new template is framed within the primary, secondary and tertiary elements aligned to the Integrated Medium Term Plan to ensure prevention is built into all areas of work to enable progress to be embedded.
- Agreed to alert the Board to the health inequality evidence highlighted in the report.

Action:

- **PP26.53.1** Executive Director of Public Health to recirculate the report outside of the meeting once the final year end figures have been calculated.
- **PP26.53.2** Chairs Assurance Report to alert the Board to the health inequality evidence highlighted in the report.

It was resolved that the Committee:

- **AGREED** the proposed scheduled for 2026/27.
- **NOTED** the proposed schedule for reporting quarterly progress during 2026/27 allowing for lead in time for papers to be reviewed appropriately and published.

PP26.54 Estates Plan 2025/2028

This item was withdrawn for the agenda.

PP26.55 Climate Resilience and Decarbonisation Strategy

This item was withdrawn from the agenda.

GOVERNANCE, RISK AND ASSURANCE

PP26.56 Board Assurance Framework

Members received the report and the Assistant Head of Risk Management and Director of Corporate Governance highlighted:

- The risks within the remit of the Committee have a current total of 52 actions noting that the completed actions reflect improvements within governance assurance and data maturity however due to the continued presence of overdue and delayed actions, there is a limited level of assurance at this time.

As part of the discussion, the Committee:

- Queried the difference between overdue and delayed actions. It was confirmed that overdue actions are past the date and waiting for clarity from Executive Directors. Delayed actions won't meet the timeline and therefore require an extension.
- Requested clarity on the implementation of phase one of the challenged services. It was confirmed that work has been taking place to address some of the issues ahead of development of the Clinical Services Plan and a segway is being placed to signal the move from phase one into phase two to align with the work on the Clinical Services Plan.
- Recognised that risk is a fundamental part of addressing issues and queried how this can be owned more fully across the organisation. It was confirmed that a provider is being sought to work with the Board around the process for becoming a high performing Board. There will also be a move towards strengthening ownership

and accountability to enable Directors to monitor progress against risks and drive forward accountability mechanisms.
- Referred to the need for clarity in terms of where risks sit within the wider context. It was confirmed that the biggest risks need to align to the Integrated Medium Term Plan and the refresh on the work around risks will feed into this.

It was resolved that the Committee:
- **NOTED** the current position of the BAF risks aligned to this Committee, including the impact of overdue and delayed actions on the level of assurance available.
- **NOTED** the key constraints affecting delivery.
- **SUPPORTED** the continued oversight and prioritisation of outstanding actions to improve assurance and support risk reduction.
- **NOTED** that outstanding actions will be realigned to the four Strategic Intents as part of the 2026–2029 Board Assurance Framework refresh, with progress reported through established governance routes.

PP26.57 Corporate Governance Report

Members received the report and the Head of Corporate Governance highlighted:
- Following discussion at Informal Board it has been agreed that future reports will include justification around why items have been discussed within the private session to provide an element of transparency.
- Work is taking place to align the products from the Integrated Medium Term Plan with the requirements of the Committees and include on the cycles of business to enable a more coordinated approach.
- The Committee Workshop is taking place on 14 May 2026 to discuss how Primary Care and Community by Design will report into the Committee.

It was resolved that the Committee:
- **NOTED** the matters considered in private at the meeting held on 5 March 2026.
- **NOTED** the Committee forward workplan.

CLOSING BUSINESS

PP26.58 Agree Items for Referral to Board / Other Committees

It was agreed that the Chair's Assurance Report would alert the Board on the discussions around the delivery risks highlighted in the Key Programmes Report, the concerns raised in relation to the Annual Delivery Plan and the health inequality evidence highlighted in the Population Health Delivery Report.

PP26.59 Review of Meeting Effectiveness

It was confirmed that the meeting had been well chaired with a good level of communication and debate. It was also noted that the Health Board values had been instilled throughout the meeting and reference had been made to the impact of the work on the population and the value of what the Committee are trying to achieve.

PP26.60 Date of Next Meeting Thursday 2 July 2026, 9.15am
PP26.61 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'*