

Betsi Cadwaladr University Health Board (BCUHB)
Confirmed Minutes of the Planning, Population Health and Partnerships
Committee held in Public on 28 October 2025
in the Boardroom, Carlton Court, St Asaph and via Teams

Committee Members Present	
Name	Title
Clare Budden	Independent Member (Chair of PPHP Committee)
Gareth Williams	Independent Member (Vice Chair of PPHP Committee via Teams)
Billy Nichols	Independent Member
Caroline Turner	Independent Member (via Teams)
In Attendance	
Tehmeena Ajmal	Chief Operating Officer (<i>part meeting</i>)
Paul Andrew	IHC Director of Operations (West) (<i>part meeting</i>)
Nesta Collingridge	Head of Risk Management (<i>part meeting</i>)
Dave Harries	Head of Internal Audit (via Teams)
Jane Moore	Executive Director of Public Health
Geraint Parry	Assistant Director of Transformation and Improvement (<i>part meeting</i>)
Helen Stevens-Jones	Director of Partnerships, Engagement and Communications
Paolo Tardivel	Interim Executive Director of Transformation & Strategic Planning
Pam Wenger	Director of Corporate Governance
Committee Support	
Laura Jones	Acting Corporate Governance Manager
Philippa Peake-Jones	Head of Corporate Governance

OPENING BUSINESS
<p>PP25.94 Welcome and Apologies</p> <p>The Chair of the Committee welcomed everyone to the meeting and apologies were noted for Stuart Keen.</p>
<p>PP25.95 Declarations of Interest</p> <p>No declarations of interest were raised.</p>
<p>PP25.96 Unconfirmed Minutes of Meeting held on 04.09.25</p> <p>It was agreed that the minutes of the meetings held on 04.09.25 were a true and accurate record.</p>
<p>PP25.97 Matters Arising & Action Log</p> <p>The Committee reviewed the action log and agreed to close the actions that were proposed for closure.</p>

Update on the Digital, Data and Technology Programmes and the Digital and Data Roadmap

- Reference was made to the minutes from the last meeting in relation to the work taking place with Digital Health Care Wales (DHCW) to co-design the national architecture and it was queried whether this had been completed within the timescale. It was confirmed that the Committee Chair attended a meeting with the Digital Leads for Wales and, as the Chief Digital and Information Officer is currently absent, concerns were highlighted around internal gaps in relation to Digital, Data and Technology. The Committee Chair agreed to discuss concerns around managing digital internally and externally with the Health Board Chair.

Partnerships, Engagement and Communications Update: Third Sector

- In relation to action PP24/11.3 concerns were raised in around delays relating to the management of Third Sector engagement and commissioning. The Director of Partnerships, Engagement and Communications agreed that this needs to be discussed in further detail with the Interim Executive Director of Transformation & Strategic Planning and Executive Director of Public Health and also with the Executive Committee to agree the strategic intent and how the Third Sector aligns with Primary and Community Care. It was agreed that the Director of Corporate Governance would raise this area of concern with the Chief Executive as a point of escalation and refer further discussion to the Executive Committee.

Actions:

- PP25.97.1** Committee Chair to discuss concerns with the Health Board Chair around managing digital internally and externally during the current absence of the Chief Digital and Information Officer.
- PP25.97.2** Director of Corporate Governance to escalate concerns in relation to the Third Sector engagement and commissioning to the Chief Executive and refer this to the Executive Committee for further discussion.

STRATEGIC PRIORITIES

PP25.98 Key Programmes Report

Members received the report and the Assistant Director of Transformation and Improvement highlighted:

- The report provides information in relation to the current progress of the Health Board's key programmes noting that the Portfolio Office maintain a high level overview.
- A number of deep dive sessions have taken place at the Strategic Planning and Service Change Group where services have been invited to present on progress to allow the group to complete a level of detailed scrutiny to provide assurance to the Committee.
- Some challenges have recently been highlighted around being unable to complete programmes within the financial year due to external factors. The group are exploring and advising how these issues could be managed by securing roll out plans for the remainder of the year and escalating issues where required.
- The Electronic Healthcare Records programme is fundamental to the overall transformation programme by providing key changes to ways of working and this is an area of concern.

- Work continues in relation to the Health and Well-being Hubs which collectively provide a strategic package in the population needs space and an overarching paper will be presented to the Board in November 2025.
- In relation to the Digital Maternity System, training sessions will progress during early November to support implementation and work is taking place to ensure the system integrates with existing Health Board systems.
- Significant concerns have been raised in relation to the Laboratory Information Management System (LIMS), a deep dive session has taken place and following the session, the programme has been escalated to the Chief Executive with urgent meetings being held locally and nationally.
- In relation to the Llandudno Orthopaedic Hub, work is taking place to complete the contract by mid-January. Work in relation to the operations of the Hub is being overseen by the Programme Board.
- The Royal Alexandra Hospital Well-being Hub has been approved by the Board, this is due to go to the Welsh Government Infrastructure and Investment Board on 6 November 2025 and the Chief Operating Officer has been formally appointed as the Senior Responsible Officer.

In discussing the item, the Committee:

- Recognised that the Mental Health Electronic Healthcare Records system is a crucial piece of software to assist delivery against the recommendations from the Royal College of Nursing and is crucial to patient safety therefore concerns were raised around the delivery confidence level being noted as red. It was confirmed that there have been some challenges in relation to the plan, this is being monitored closely with Digital, Data and Technology colleagues and increased assurance will be able to be provided in the coming weeks.
- Raised concerns in relation to the Waunfawr Well-being Hub as the service is not currently fit for purpose. It was confirmed that there are issues with procurement which will need to be discussed in further detail with Welsh Government and a paper is due to be presented to the Board in November 2025.
- Acknowledged the delays in relation to the Conwy West Well-being Hub and the implications this may have on funding. It was confirmed that when funding is received via the Welsh Government Integration and Rebalancing Capital Fund (IRCF) any issues need to be raised with Welsh Government as funding may need to be recalled, this issue is being monitored.
- Referred to the operational issues in relation to Llandudno Orthopaedic Hub. It was confirmed that a briefing was shared at the last Audit Committee which would also be shared with Committee members to provide further information, the Chief Executive has requested a review of Major Project Governance and Contractor Management to be undertaken and suggested a separate meeting with Board members may be useful to discuss this in further detail.

Action:

- **PP25.98.1** Director of Corporate Governance to circulate the briefing that was shared with the Audit Committee on the Llandudno Orthopaedic Hub with members and also agree outside of the meeting whether a separate session with Board members would be useful to discuss this in further detail.

It was resolved that the Committee:

- **RECEIVED ASSURANCE** on the progress being made and the mechanisms in place at Executive level to scrutinise concerns and expedite issues.

PP25.99 Director of Planning Report

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

- A continuous and deep engagement approach is being undertaken in relation to Tywyn and Penley Community Hospitals. Tywyn has now completed both its balanced room sessions and have created a list of scenarios. Penley have completed one balanced room and are due to complete the second one on 29 October 2025. The outcome will then be reported to the Board to identify whether substantial service change is required which will result in a formal consultation.
- The Health Board received the final version of the Planning Maturity Matrix from Welsh Government on 22 September 2025. A self-assessment exercise now needs to be completed, the feedback will be processed and shared for consideration before being approved by the Board and submitted by 28 November 2025.
- The Future Generations Commissioner for Wales has produced a report which is an assessment of the progress made in delivering the Well-being of Future Generations (Wales) Act over the last ten years. It sets out the Commissioner's recommendations in relation to the priorities for action to deliver on the national well-being goals over the next five years. A response is currently being drafted and will align with the work relating to the Integrated Medium Term Plan.

As part of the discussion, the Committee:

- Suggested it would be helpful to share the information in relation to the Planning Maturity Matrix with Committee members ahead of the final report being presented to the Board in November 2025.
- Queried how the public are receiving the discussions being held as part of the Tywyn and Penley Community Hospitals balanced rooms. It was confirmed that in relation to Penley, the public are more open to supporting services redesign. In relation to Tywyn, the public that are sharing their views are clear they do not want to see any change to the current in-patient bed facility therefore deeper conversations are required with a wider proportion of the community.
- Acknowledged the concerns in relation to Tywyn Community Hospital in terms of additional space being removed if beds are re-opened and queried whether this is being driven by the budget. It was confirmed that there is an escalation criteria around delivering services within existing resources however this issue is around the staffing required to maintain all services rather than the space available.

Action:

- **PP25.99.1** Interim Executive Director of Transformation and Strategic Planning to share the information relating to the Planning Maturity Matrix with Committee members ahead of the final report being presented to the Board in November 2025.

It was resolved that the Committee:

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

PP25.100 Partnerships, Engagement and Communications Progress Report

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

- The paper provides a single, integrated update on the progress made in relation to strengthening engagement, communication and partnership working across the Health Board.
- The paper also provides assurance against delivery of the Partnerships, Engagement and Communications (PEC) Delivery Plan and provides progress against development of the draft Betsi Way Engagement Framework and Principles.
- Consideration has been given to the report completed by Independent Advisor, Cath Broderick in terms of the need for stronger leadership, improved governance and a more open and inclusive culture.
- Current progress highlights that the Delivery Plan is on track to deliver and the draft Betsi Way Engagement Framework represents a milestone for the Health Board by providing a clear model for staff and stakeholders.
- The next phase will focus on testing, refining and embedding The Betsi Way via toolkits, governance and evaluation to ensure that engagement becomes an established, organisation-wide way of working.

As part of the discussion, the Committee:

- Highlighted whether further progress is required to ensure co-design and co-development that align with the work taking place in Primary and Community Care. It was confirmed that this has been discussed by the Executive Committee and the document is being presented for comment as further work is required to ensure it contributes to the overall Board level plan.
- Queried what is required to provide assurance in relation to the priorities. It was confirmed that assurance is required in relation to how the Health Board will engage and deliver service transformation and change and how the feedback received from the public will be utilised in relation to co-design. It was also suggested that there is a need to include further detail around prevention and improving the health of the population.

It was resolved that the Committee:

- **NOTED** the progress.
- **RECEIVED** the final Independent Advisor's report.
- **COMMENTED** on the draft Betsi Way Engagement Framework.

PP25.101 Director of Public Health Annual Report

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

- The presentation provides an emphasis on building health via a public narrative style noting the importance of this area of focus for the Health Board and population across North Wales.
- Health is not driven by a single action but by a set of building blocks taking into account the wider determinants of health.

- The work aligns with the development of the Health Board Strategic Framework as well as the work being completed by the Regional Partnership Board on the North Wales Well-being Framework.
- It is recognised that health is influenced at a social level and there is a need to provide the population with the ability to make change happen.
- The building blocks represent a wide range of factors starting at a broad society level and shifting down to elements such as actions required to create a healthier population across all age ranges.
- Interaction at community level is an important factor to support people to create healthy communities, reduce social isolation, increase provision and build healthy families.
- The ambition is to build strong foundations, fairer communities and improve health and wellbeing across the system for the people of North Wales.

As part of the discussion, the Committee:

- Queried how the information provided will translate into action. It was confirmed that the paper being produced for the Board will include the next steps, strategic intent and how this work links in with wider partners to develop the Framework. There will be a need to explore models of Primary and Community Care and take an asset-based approach in relation to working with local communities.
- Acknowledged that the organisation is an integrated Health Board but queried how this will have an impact on front line services. It was confirmed that prevention will be built into all services to improve the health offer being provided and will also align to the Integrated Medium Term Plan and the Culture Change Programme.
- Confirmed that the six major health conditions account for around 60% of health issues, the progress of these conditions can be managed and in certain cases, can be prevented. There is a need to focus on working with partners to maximise the ability for people to stay healthy.
- Supported the themes included in the paper and suggested the paper to the Board makes the connection between the fundamental points raised, the actions required and next steps that will be taken to address prevention.

Action:

- **PP25.101.1** Committee members to provide any additional feedback on the presentation to the Executive Director of Public Health ahead of the report being presented to the Board in November 2025.

It was resolved that the Committee:

- **NOTED** the themes and focus of this year's Director of Public Health Annual Report.
- **SUPPORTED** the themes outlined and the issues the recommendations will cover.

PP25.102 Substance Misuse in North Wales Briefing

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

- The paper provides an update on the current position in relation to substance misuse in North Wales and the work completed by the Health Board.

- This is a collaborative area of work between the Health Board's Substance Misuse Service and the Area Planning Board which includes statutory and voluntary organisations.
- The use of illicit drugs does change over time and there is a difference between use in North Wales compared to South Wales.

As part of the discussion, the Committee:

- Noted the beneficial work that is taking place to try and keep people safe in partnership with broader services.
- Queried what is required by the Committee to ensure strategic oversight suggesting an annual report is provided focussing on the strategic approach linking to Primary and Community Care services.
- Acknowledged that this area of work formed part of the discussion at the Committee Development Session that took place during September 2025 and suggested the outcome of the discussion is reported back to the Committee to provide focus and oversight.
- Recognised that the Committee requires a strong focus on the health of the population linking in with partners, health inequality, homelessness and access to care.
- Highlighted the need for the Health Board to inform the discussion at the Area Planning Board and develop a shared agenda.
- Suggested this area of work is discussed in further detail with the Chair of the Stakeholder Reference Group to provide clarity on the role of individual Committees to ensure engagement and discussion is taking place with stakeholders in this space.

Action:

- **PP25.102.1** Outcome of the discussion at the Committee Development Session that took place during September 2025 to be reported back to the Committee.
- **PP25.102.2** Chair of the Committee to discuss with the Chair of the Stakeholder Reference Group the areas of work that are being covered to ensure clarity of role for both the Committee and the Group.

It was resolved that the Committee:

- **NOTED** the content of the report and the progress made in supporting and addressing substance misuse issues in North Wales, and the links with housing, gambling and other addictive behaviours
- **DISCUSSED** maintaining and maximising opportunities for partnership working: continue to support and enhance coordinated work across health, housing, local authorities, and third-sector partners.
- **REVIEWED** and **CLARIFIED** reporting routes between BCUHB (to include PPHP and QSE Committees) and the North Wales APB to ensure effective collaboration, planning and partnerships on substance misuse issues in North Wales.

PP25.103 Winter Resilience Plan 2025/26

Members received the presentation and the Chief Operating Officer highlighted:

- The presentation sets out the local delivery plan and provides clarity around the stages of intervention that may be required to manage demand.
- The process has recently been amended to ensure work is taking place in collaboration with Local Authority colleagues and aligns to the regional plan developed by the Regional Partnership Board as a form of continual improving in the engagement space.
- Meetings have taken place with all six Local Authorities to work through granular level plans, align services and utilise funding to try and reduce delays in pathway of care.
- The use of data and technology is being applied to provide opportunities for one version of the truth to be utilised across the teams.
- Work is taking place to reach a stable position to allow delivery of additional activity during the Winter period.

As part of the discussion, the Committee:

- Recognised the work that has taken place to improve relationships with the Local Authorities but highlighted the difficulties in delayed transfers of care querying when the impact of this work will be realised. It was confirmed that there are risks associated with reducing timeframes for pathways of care however work is taking place around data sharing to attempt to make improvements in this area.
- Noted that locally enhanced services can be used to make improvements in Primary and Community Care. It was confirmed that there are plans in place to develop the range of services that are available outside of the hospital setting over the next twelve months to provide support and build a multidisciplinary approach within communities.
- Highlighted the development of the communications plan and confirmed the need to continue with the approach of signposting people to the right services noting the importance of the use of communication in this space.
- Queried how the capacity of Minor Injuries Units can be fully utilised to reduce the volume of patients attending Emergency Departments. It was confirmed that discussions are taking place with the Welsh Ambulance Service Trust to discuss opportunities to utilise these services more effectively.
- Agreed that the work completed is starting to build positive relationships with partners however this can take time and the impact of this work may not be recognised until next Winter.

It was resolved that the Committee:

- **REVIEWED** the Local health and care system resilience plans for winter (1 December 2025 to 31 January 2026)
- **APPROVED** the Winter Resilience Plan.

GOVERNANCE AND ASSURANCE

PP25.104 Corporate Risk Register

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

- Two Development Sessions have taken place with the Executive Committee to review the Corporate Risk Register and ensure the risks are strategic in nature.

- Recommendations were agreed to consolidate the 26 risks into a more strategic Corporate Risk Register.
- Those risk that are more operational in detail may move to sit under the Chief Operating Officer's Operational Leadership Team and further discussions around risk are due to take place at the Audit Committee Development Session in November 2025.

As part of the discussion, the Committee:

- Noted the need to understand how the operational risks will sit across the Chief Operating Officer's team and the support that will be provided. It was confirmed that factoring in a middle level will require support from the Risk Team to ensure a clear line of sight.
- Referred to the population needs risk noting that this has been broadened to align with prevention and the target risk date is 2028. It was confirmed that further work is required to strengthen how this risk will be addressed over an extended period of time.
- Highlighted the additional new risks that have been developed noting that two of the digital risks will be discussed within the private session.

It was resolved that the Committee:

- **RECEIVED ASSURANCE** and **ENDORSED** the updated corporate risk register.

PP25.105 Corporate Governance Report

Members received the report for information and the Director of Corporate Governance agreed to follow up the actions noted as part of the Committee Development Session held in September 2025.

Action:

- **PP25.105.1** Director of Corporate Governance to follow up the actions noted as part of the PPHP Committee Development Session held in September 2025.

It was resolved that the Committee:

- **NOTED** the summary of business considered in private session to be reported in public.
- **NOTED** the forward workplan.

CLOSING BUSINESS

PP25.106 Agree Items for Referral to Board / Other Committees

It was agreed that the Chair's Assurance Report to the Board would alert the Board of the improvements made in engaging and building relationships with Local Authorities in relation to the Winter Plan and suggest improved engagement with the Third Sector is referred to the Executive Committee.

PP25.107 Review of Meeting Effectiveness

It was agreed that there is a need to consider how the Committee operate in line with the Health Board values and suggested an Independent Member or Executive Director are nominated at the start of each meeting to provide feedback on the tone and approach to values during the meeting.

Action:

- **25.107.1** Committee to nominate an Independent Member or Executive Director at the start of each meeting to provide feedback on the tone and approach to values during the meeting.

PP25.108 Date of next meeting

Thursday 15 January 2026, 9.15am

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’