

POWYS TEACHING HEALTH BOARD

CONFIRMED

**COMMITTEE MINUTES OF THE MEETING
HELD ON TUESDAY 16 DECEMBER 2025 AT 09.30 VIA TEAMS**

Present		
Carl Cooper	CC	Chair
Hayley Thomas	HT	Chief Executive Officer
Ronnie Alexander	RA	Independent Member (General)
Mererid Bowley	MB	Executive Director of Public Health
Nina Davies	ND	Associate Member (Director of Social Services Powys County Council)
Steve Elliot	SE	Independent Member (Finance)
Mick Giannasi	MG	Independent Member (General)
Paul Hooton	PHo	Executive Director of Nursing, Quality, Women and Family Health
Pete Hopgood	PH	Executive Director of Finance, Capital and Support Services / Deputy Chief Executive
Rhobert Lewis	RL	Independent Member (General)
Elaine Lorton	EL	Executive Director of Primary Care, Community and Mental Health
Claire Madsen	CM	Executive Director of Allied Health Professions, Health Science and Digital
Jennifer Owen Adams	JOA	Independent Member (Third Sector)
Cathie Poynton	CP	Independent Member (Trade Union)
Ian Thomas	IT	Independent Member (General)
Debra Wood-Lawson	DWL	Executive Director of People and Culture
Kate Wright	KW	Executive Medical Director
Simon Wright	SW	Independent Member (University)
In Attendance		
Helen Bushell	HB	Director of Corporate Governance / Board Secretary
Lucie Cornish	LC	Director of Improvement and Transformation
Adrian Osborne	AO	Deputy Director of Communication, Engagement and Corporate Governance
Liz Patterson	LP	Head of Corporate Governance (meeting support)

Wayne Tannahill	WT	Associate Director of Capital, Estates and Property
Apologies for absence		
Nicola Johnson	NJ	Executive Director of Planning, Performance and Commissioning
Chris Walsh	CW	Independent Member (Local Authority)

CONFIDENTIAL MATTERS

The following motion was passed:

Representatives of the press and other members of the public shall 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.

1. PRELIMINARY MATTERES – IN-COMMITTEE BOARD

1.1 WELCOME AND APOLOGIES FOR ABSENCE (PTHB IC/25/125)

The Chair welcomed everyone to the meeting. Apologies for absence were noted as above.

The Chair confirmed that ND did not normally attend In-Committee meetings, she was attending in her capacity as the Joint Senior Responsible Officer, whilst also recognising she was an Associate Director of the Board.

1.2 DECLARATIONS OF INTEREST (PTHB IC/25/126)

No interests were declared in addition to those already declared within the published register.

2. ITEMS FOR DISCUSSION

2.1 NORTH POWYS WELLBEING PROGRAMME (ECONOMIC, COMMERCIAL AND FINANCIAL CASE) (PTHB IC/25/127)

Rationale for item being held in private: Commercially sensitive

3. OTHER MATTERS

3.1 ANY OTHER URGENT BUSINESS

There was no other business.

3.2 CLOSE AND MOVE TO IN PUBLIC BOARD

The meeting closed at 10.05 and moved to In Public Board.

4. PRELIMINARY MATTERES PUBLIC BOARD

4.1 WELCOME AND APOLOGIES FOR ABSENCE (PTHB IC/25/128)

The Chair welcomed everyone to the meeting. Apologies for absence were noted as above.

4.2 DECLARATIONS OF INTEREST (PTHB IC/25/129)

No interests were declared in addition to those already declared within the published register.

4.3 QUESTIONS TO THE BOARD FROM THE PUBLIC

There were no questions from the public.

5. ITEMS FOR APPROVAL

5.1 NORTH POWYS WELLBEING PROGRAMME (PTHB IC/25/130)

LC introduced the North Powys Wellbeing Programme Strategic Outline Case / Outline Business Case (SOC OBC) explaining that it had been necessary to consider the economic, commercial and financial cases of the SOC OBC in private session due to commercial sensitivity.

A previous Programme Business Case (PBC) had been endorsed by Welsh Government in 2022, however, Welsh Government now require this programme to be managed in a phased approach. Phase 1 relates to the Health, Care and Wellbeing Hub and the development of the SOC OBC has been supported by the Integration and Rebalancing Capital Fund. The site was agreed in 2019 and on approval by Board and Cabinet (also meeting on 16 December 2025) the case will be submitted to Welsh Government.

CC invited the Regional Director of Llais to comment.

KB noted that Llais had a remit limited to health and social care, while the project extended far beyond this.

Although extensive engagement had taken place, Llais had heard that the public had often struggled to understand the technical terminology used in documents such as the SOC and business case and clear and less technical communication would be welcomed, along with a clear timeline for the project's phases.

Llais would need to review the detailed proposals if the project were approved and confirmed that ongoing contact with the project team would continue.

Independent Members asked the following questions for assurance:

Could the team confirm that the intention was to provide primary care services at the site (beyond dental services), and when would plans be sufficiently developed for the public to understand the scope and detail of this provision?

LC confirmed that primary care remained firmly within the scope of services to be delivered from the hub. Work was already underway to explore the delivery options, drawing on the emerging national "community by design" model. Active discussions were taking place with partners and stakeholders and a dedicated project workstream would be established to determine the preferred delivery approach.

EL advised that the building was being designed to support future integrated primary and community care. The detailed description of service models would be developed further as part of the Full Business Case.

How would the community benefits and social value outcomes described in the plan be measured once the project was delivered?

LC noted a benefits realisation plan had been included within the SOC and OBC documentation, set at a level of detail appropriate for that stage of development. Further detail, including specific metrics, would be developed during the FBC stage. These metrics would then be used to measure the community benefits achieved by the project.

How would engagement with the third sector continue through the project governance arrangements, and how would this be balanced with the risk register, given the complexity of multi-stakeholder involvement?

LC advised that a strong service redesign workstream was already in place and was expected to be strengthened during the FBC stage. The team planned to develop a comprehensive engagement plan that would continue to involve third sector partners, building on the existing engagement structures already established. Third sector representatives were included on the programme board, which also oversaw the risk register. An internal audit review of governance arrangements was underway, and any recommendations to strengthen governance or risk management, particularly in relation to multi-stakeholder involvement, would be implemented.

Assurance was sought that the facility would be maximally utilised from the outset, with sufficient flexibility built in to ensure services could adapt to meet the needs of local communities.

LC explained that the project team intended to ensure optimal use of the hub through two key mechanisms. First, the service redesign workstream, jointly led by Health Board and Council representatives, was already driving integrated planning and would continue to shape how services were organised to support future needs. Second, the hub would incorporate room-booking technology to ensure fair, efficient and coordinated use of shared spaces by all partners. Together, these arrangements would promote full utilisation of the building while enabling flexibility and collaboration as services evolved.

Given public concerns regarding parking and safe access, and recognising that proposed solutions depend heavily on public parking and land acquisition, could assurance be provided that these issues were being actively addressed and that alternatives existed if negotiations or planning constraints did not progress as expected?

WT advised that the team had explored the parking issue in detail. Although on-site parking would be limited, extensive work had been carried out with Powys County Council and Highways colleagues to assess the wider parking network,

particularly Back Lane Car Park, which had been shown to have sufficient capacity. Additional spaces would also become available through the relocation of staff from nearby facilities, releasing around 25 parking spaces for hub use. Further opportunities to enhance parking provision would be considered in Phase Two of the wider campus development. Accessibility planning extended beyond car parking to include pedestrian routes, cycling access and other sustainable travel options.

HT emphasised the importance of effective engagement and communication with the public throughout this long-standing programme, noting that the development had been underway for several years. The campus would progress in stages, with the integrated hub forming the first phase, and it was important to note that the project was not confirmed until the FBC was approved by Welsh Government.

Feedback about the complexity of terminology was noted along with the need to present information in a more accessible way while also managing expectations until funding was fully secured. Three key areas requiring clear communication were noted: the specific offer to be delivered in Phase One, how this fitted within the wider campus vision, and issues raised about site design. The positive feedback received and concerns, particularly relating to development impacts on the park and local surroundings was recognised.

The importance of strengthening engagement as the project moved into the next stage, especially given the Welsh Government's decision timetable was noted alongside the vital role of communication and engagement planning in ensuring the success of the programme.

The Board:

- **ENDORSED** the Strategic Outline Case/Outline Business Case (SOC/OBC) for the North Powys Wellbeing Programme Phase 1 and;
- **APPROVED** submission to Welsh Government. Subsequent approval by Welsh Government would secure the next stage of funding, allowing the programme to progress to development of the Full Business Case (FBC).

6. OTHER MATTERS

6.1 ANY OTHER URGENT BUSINESS

There was no other business.

6.2 CLOSE

The next meeting of Board is on 28 January 2026.

The meeting closed at 11.05