

Commissioned briefing

Betsi Cadwaladr University Health Board

Where the board's escalation status stands, who has led for the Government, and how the debate has moved since 2021

Prepared for	Sample briefing
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Covers	The Senedd record, May 2021 to 26 October 2026

In brief

Betsi Cadwaladr has been at escalation level 5 (special measures) since February 2023. In June 2026 the Cabinet Minister for Health and Care, Mabon ap Gwynfor (Plaid Cymru), said the board has been in heightened escalation for 11 years. Under Labour ministers in the Sixth Senedd, debate centred on the 2020 de-escalation, governance and mental health. In the Seventh, a Plaid Cymru-led Government has set up a more directed intervention. First Minister Rhun ap Iorwerth has said the board is on notice. [123](#) [23](#) [124](#) [156](#)

Current escalation

Level 5 (special measures), in place since February 2023 [123](#)

Step-down test

Needs a 55 per cent cancer target for four months to reach level 4 [129](#)

Cancer treatment, July 2026

57.1% began treatment within 62 days, against a 75% national target [151](#)

Earlier de-escalation

Special measures lifted November 2020; escalated again February 2023 [61](#) [123](#)

Lead minister

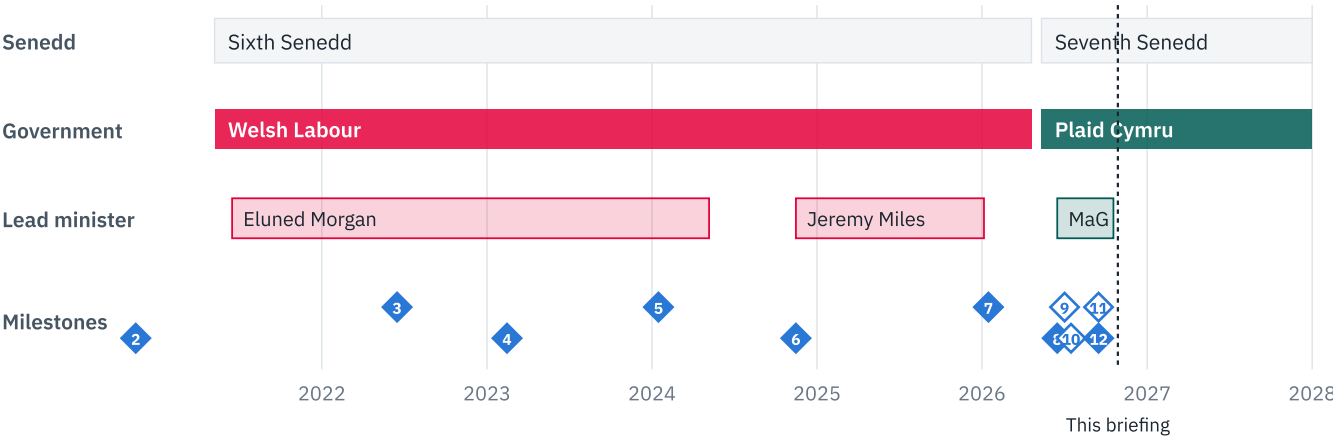
Mabon ap Gwynfor, Cabinet Minister for Health and Care, since May 2026 [124](#)

State of play

- The board is at level 5 across the whole organisation. Cabinet Minister for Health and Care Mabon ap Gwynfor told the Senedd in June 2026 that level 5 has applied since February 2023, and that the board has been in heightened escalation for 11 years. [123](#) [103](#)
- In June 2026 the Cabinet Minister said the earlier approach, where the board led its own recovery, had not delivered the pace of change needed. A new intervention will direct improvement, test leadership and culture, and report interim findings monthly. A support and recovery team will work on patient flow and waiting times. [124](#) [125](#) [132](#)
- Performance remains a concern across the chamber. Darren Millar says the board has the worst emergency departments and longest waits in the country. A September 2026 written answer gives 57.1 per cent of cancer patients starting treatment within 62 days in July, against a 75 per cent target. [155](#) [151](#)
- Ministers describe progress as incomplete. The Cabinet Minister says ambulance handovers have improved since May 2026 but overall performance is unacceptable. First Minister Rhun ap Iorwerth has used the words 'last chance saloon' and 'on notice'. [152](#) [156](#)
- Calls for an inquiry continue. A petition for a public inquiry into the board's performance was open in July 2026 with 286 signatures. News headlines in October 2026 report a former surgeon calling for 'heads to roll' over emergency department problems. [139](#) [157](#) [158](#)

At a glance

The Senedd terms, the party in government and the lead minister, with the formal milestones set against them.



- 1

2015

First special measures
- 2

November 2020

Taken out of special measures
- 3

June 2022

Targeted intervention, Glan Clwyd added
- 4

February 2023

Back in special measures
- 5

January 2024

Special measures reviewed
- 6

November 2024

De-escalation criteria agreed
- 7

January 2026

Government team sent in
- 8

June 2026

New directed intervention announced
- 9

Monthly from mid-2026

Interim findings on leadership
- 10

July 2026

Public inquiry petition
- 11

From September 2026

Cancer target for step-down
- 12

September 2026

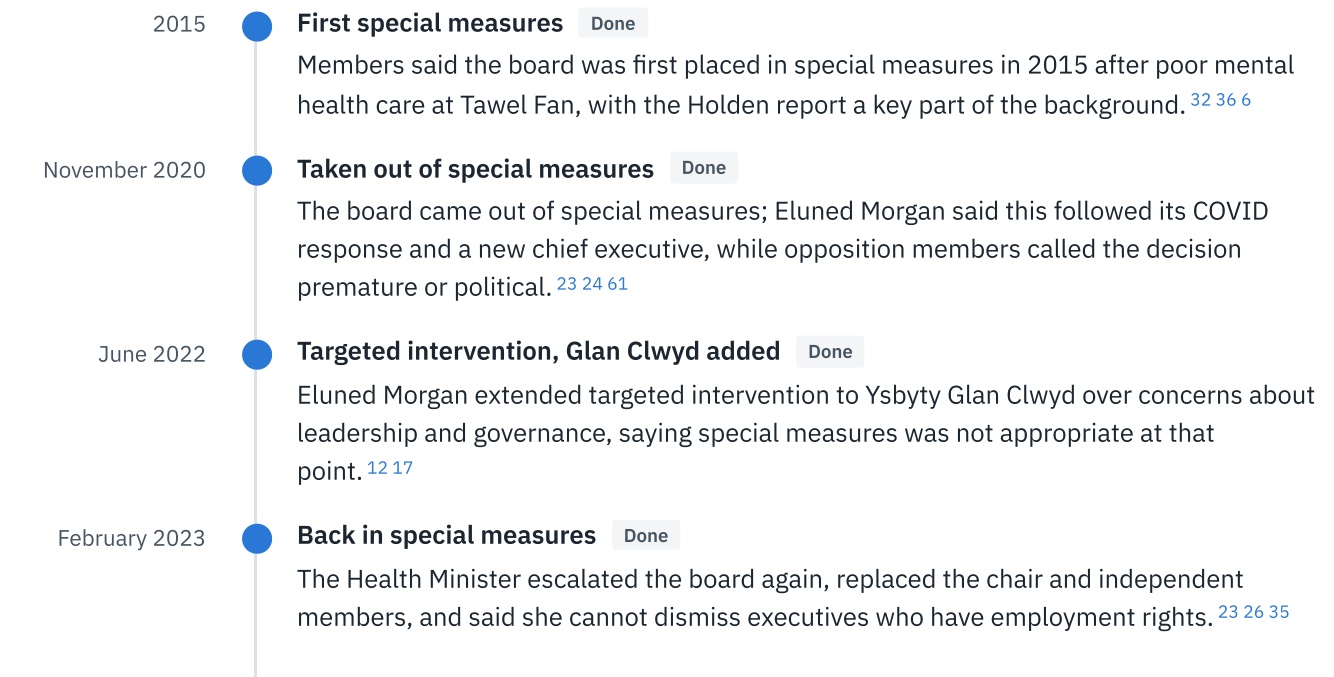
Escalation framework review

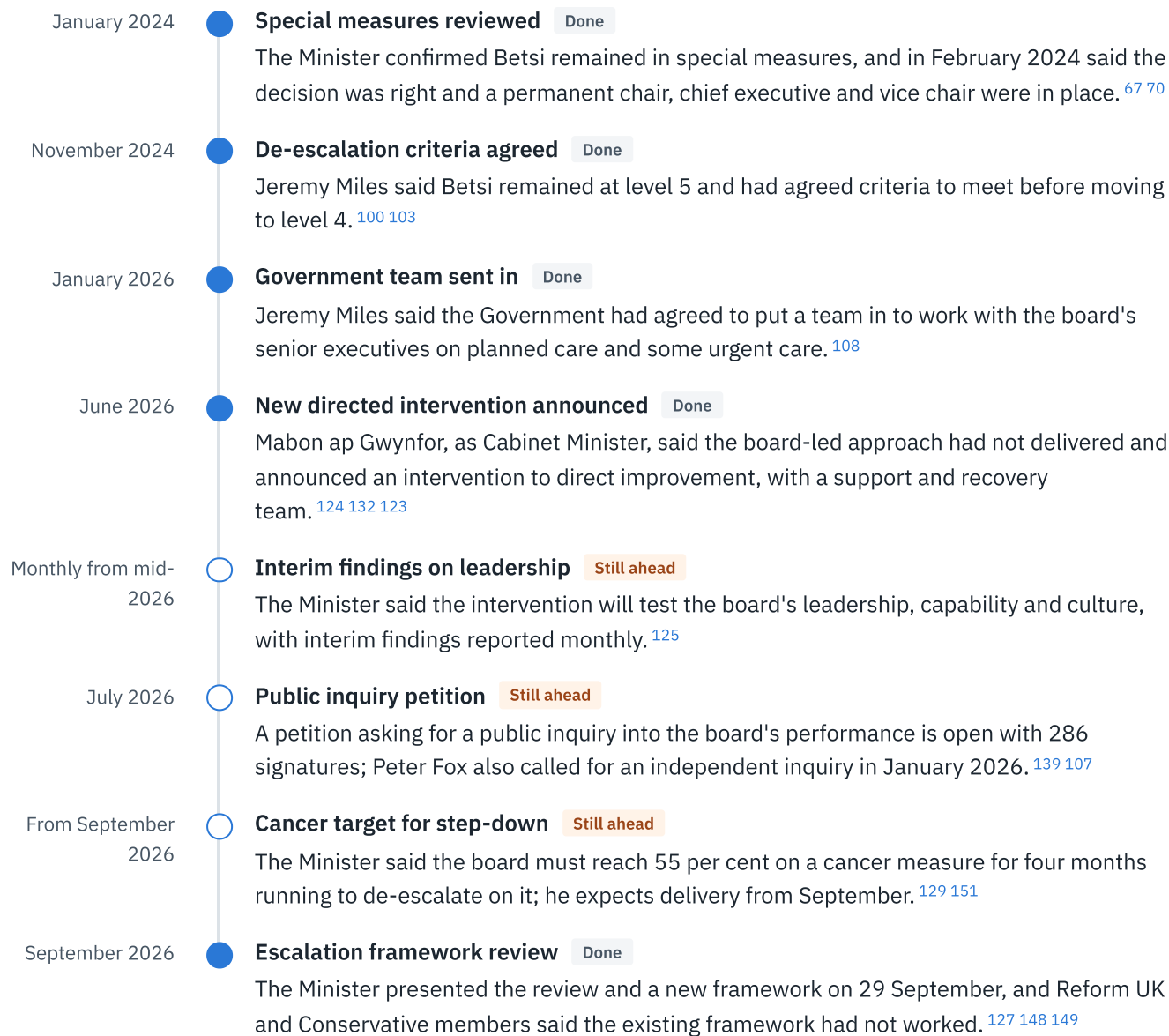
Lead minister: Eluned Morgan (Jun 2021 to May 2024); Jeremy Miles (Nov 2024 to Jan 2026); Mabon ap Gwynfor (from Jun 2026)

Lead minister bars run from each minister's first appearance in the record to their successor's. Filled diamonds are steps completed; open diamonds are still ahead.

The path to law

Each formal step in making the law and putting it into effect, as recorded in the Senedd.





How it unfolded

Sixth Senedd, 2021 to 2026

- September 2021** ● Plaid Cymru's Llyr Gruffydd uses a short debate to press for publication of the Holden report on mental health services. He says no one has been held to account. Minister Eluned Morgan says publication is for the board. [2](#) [3](#)
- November 2021** ● Lesley Griffiths says the board is in targeted intervention for its mental health services, with £12 million a year of support. [4](#)
- December 2021** ● A Welsh Conservative debate regrets the delay in placing the board in special measures and the lack of accountability. Deputy Minister Lynne Neagle says the board has made considerable progress since Holden. [5](#) [7](#)
- February 2022** ● First Minister Mark Drakeford says he has apologised in the past for failings at the board. Andrew RT Davies says it has had four chief executives and six chairs since 2009. [9](#) [10](#)

- June 2022** ● Minister Eluned Morgan extends targeted intervention to Ysbyty Glan Clwyd over leadership and governance concerns. A Conservative motion on the board is rejected the next day, 14 for, 27 against, 13 abstaining. [12 18](#)
- February 2023** ● Eluned Morgan announces further intervention. She says she can dismiss the board but not individual executives. Opposition members say the board should not have been taken out of special measures in 2020. [23 26 25](#)
- March 2023** ● In a Conservative debate on the Health Minister, Darren Millar says the Minister gave no apology and let independent members be made scapegoats. Eluned Morgan says she took swift and decisive action. [37 35](#)
- May 2023** ● Former independent member John Gallanders tells a committee members were told to resign or be dismissed. In the Senedd, Darren Millar (Welsh Conservatives) raises a leaked Ernst & Young report on accounting at the board, which he says finds false accounting. [40 45](#)
- June 2023** ● A Conservative debate on accounting practices ends with the motion and an amendment each tied 24 to 24 and rejected. Eluned Morgan says publication of the report is for the board. [53 52 50](#)
- September 2023** ● Eluned Morgan says there are real signs of improvement. She also reports an unbalanced annual plan, qualified accounts and many interim executive posts. [57 59 58](#)
- February 2024** ● One year on, Eluned Morgan says escalation was the right decision and the board has a permanent chair, chief executive and vice chair. Gareth Davies says the needed improvements had not been made. [70 72](#)
- June 2024** ● After a Royal College of Psychiatrists review, a Plaid Cymru debate on mental health services ends in a tied vote of 25 to 25, so the motion is rejected. Jayne Bryant apologises for poor care and says six recommendations show little or no evidence of implementation. [93 94 97](#)
- November 2024** ● Cabinet Secretary Jeremy Miles says the board remains at level 5 and agreed criteria must be met to move to level 4. [100](#)
- January 2026** ● Jeremy Miles says the Government agreed to send a team to work with the board's senior executives. Peter Fox asks for an independent inquiry. [108 107](#)
- February 2026** ● In a Plaid Cymru debate on health board governance, Mabon ap Gwynfor and Peter Fox cite leadership turnover. Rhun ap Iorwerth says the board has been in some form of special measures for eight and a half years of his time as an MS. [109 110 113](#)

Seventh Senedd, from May 2026

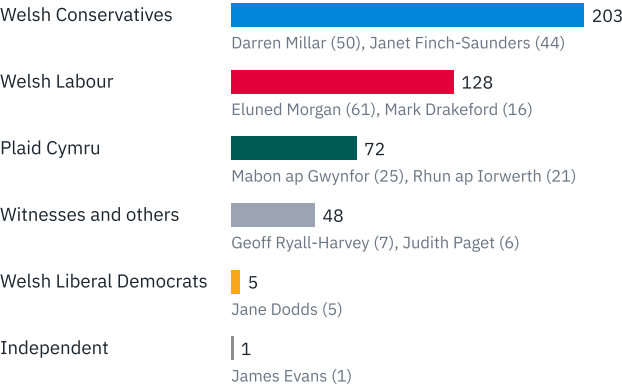
- June 2026** ● Cabinet Minister Mabon ap Gwynfor sets out a new intervention on leadership and performance. Ken Skates (Welsh Labour) and James Evans (Reform UK) ask what will be different this time. [123 128 126](#)
- October 2026** ● First Minister Rhun ap Iorwerth says he has described the board as on notice and a last chance saloon. Darren Millar, now Leader of the Welsh Conservatives, criticises its emergency care record and its chief executive's pay. [156 155](#)

Who has led

Across the parties

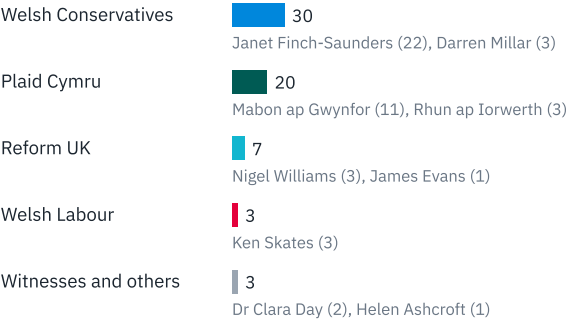
Sixth Senedd, 2021 to 2026

457 contributions



Seventh Senedd, from May 2026

63 contributions



Relevant contributions in the Senedd by party in each term, with the two most frequent voices.

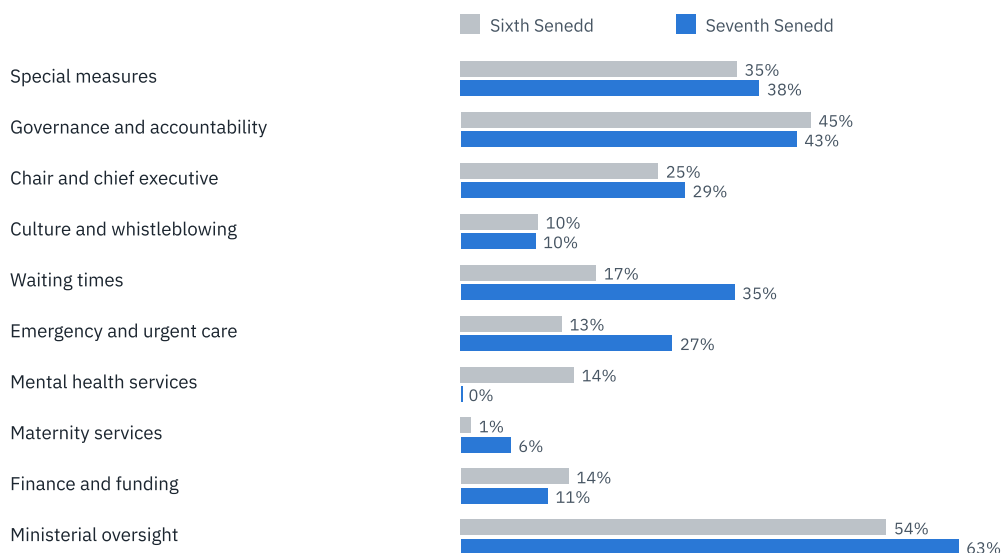
- **Eluned Morgan, Minister for Health and Social Services.** Led for the Government from 2021 and appears in the role on Betsi until early 2024. She announced the June 2022 escalation and the February 2023 return to special measures, and said she would oversee improvement personally. [12](#) [23](#) [13](#) [70](#)
- **Mark Drakeford, First Minister.** Appears from July 2021 to July 2023. He apologised for past failings and said the board is not run by the Welsh Government and must act on reports itself. [9](#) [43](#) [54](#)
- **Lynne Neagle, Deputy Minister for Mental Health and Well-being.** Answered the December 2021 debate on mental health, saying the board had made considerable progress since the Holden report. [7](#) [6](#)
- **Jayne Bryant, Minister for Mental Health and Early Years.** In June 2024 she apologised for poor care and said six recommendations from earlier reviews showed little or no evidence of implementation. [93](#) [94](#)
- **Vaughan Gething, First Minister.** Appears in May 2024. He acknowledged challenges in north Wales and said the Cabinet Secretary tracks the improvements still needed. [87](#) [88](#)
- **Jeremy Miles, Cabinet Secretary for Health and Social Care.** Appears from November 2024 to January 2026. He confirmed level 5 status and the de-escalation criteria, and arranged a Government team to work with the board. [100](#) [103](#) [108](#)
- **Eluned Morgan, First Minister.** Appears in the role from January 2025 to February 2026. She said improvements had been made since special measures while accepting more work was needed. [101](#) [114](#) [116](#)
- **Mabon ap Gwynfor, Cabinet Minister for Health and Care.** Appears from June 2026. He said the board had been in heightened escalation for 11 years, announced the directed intervention, and ruled out a takeover by a board from outside Wales. [123](#) [124](#) [134](#) [147](#)
- **Rhun ap Iorwerth, First Minister.** Appears from July 2026 to October 2026. He called the board's challenges deep and described it as on notice and a last chance saloon. [141](#) [144](#) [156](#)
- **Delyth Jewell, Deputy Minister for Social Care, Mental Health and Women's Health.** In September 2026 she said the board had embedded patient wellness questions in its early warning systems and would bring in Call for Concern in maternity. [146](#)
- **Darren Millar (Welsh Conservatives).** The leading Conservative voice in the Sixth Senedd, with 50 contributions. He called the decision to take the board out of special measures political and pressed on special measures, the Ernst & Young report and coroners' reports. Now party leader. [24](#) [45](#) [85](#) [155](#)

- **Janet Finch-Saunders (Welsh Conservatives).** Main Conservative voice in the Seventh Senedd with 22 contributions, including written questions on waiting times and the Government's oversight. [117 118 121](#)
- **Gareth Davies (Welsh Conservatives).** Sixth Senedd voice on waiting times, Glan Clwyd and the de-escalation decision, which he called political expediency. [14 82 112](#)
- **Rhun ap Iorwerth, Mabon ap Gwynfor and Llyr Gruffydd (Plaid Cymru).** Rhun ap Iorwerth, Mabon ap Gwynfor and Llyr Gruffydd (Plaid Cymru): Plaid Cymru's Sixth Senedd voices. They said the board should not have been taken out of special measures, and called for an independent inquiry and for new structures in north Wales. [25 47 109 28](#)
- **Ken Skates (Welsh Labour).** A Labour voice in both terms. In 2023 he backed further change; in June 2026 he called the service insufficient and asked how much responsibility the minister will take. [27 128](#)
- **Reform UK: Nigel Williams, James Evans, Louise Emery.** New in the Seventh Senedd. They raised bullying claims, 11 years of escalation and doubts about the escalation framework. [133 126 150](#)
- **Jane Dodds (Welsh Liberal Democrats).** Sixth Senedd voice, with five contributions. She said sacking the independent members was wrong and cited serious casework from the board. [33 15](#)

Between the two Senedd terms

- The Sixth Senedd had a Welsh Labour Government, with Eluned Morgan as the lead Health Minister (61 contributions) and Mark Drakeford as First Minister. The Seventh has a Plaid Cymru Government: Rhun ap Iorwerth is First Minister and Mabon ap Gwynfor is Cabinet Minister for Health and Care. [23 123 141](#)
- Questioners changed. In the Sixth Senedd the Conservatives led (203 of 457 contributions), then Labour and Plaid. In the Seventh, in the Senedd so far, Conservatives have 30 of 63, Plaid 20, Reform UK 7 and Labour 3. Janet Finch-Saunders alone has 22. [135 126 128](#)
- Mental health was prominent in the Sixth Senedd (66 contributions, including Tawel Fan) but has none so far in the Seventh. Waiting times (22) and urgent care (17) now feature strongly, and maternity has 4 contributions.
- Tone is mostly critical in both terms: 217 of 457 in the Sixth and 30 of 63 in the Seventh, with 28 neutral in the Seventh. Labour contributions in the Sixth were often supportive; in the Seventh they come from Ken Skates, who said the board's service was insufficient. [70 128](#)
- The Government's position shifted. In March 2024 Eluned Morgan said the board had changed for the better. In June 2026 Mabon ap Gwynfor said the board-led approach had not delivered, and in October 2026 Rhun ap Iorwerth called the board on notice. [83 124 156](#)

What is being discussed



Share of each term's relevant contributions touching each issue. A contribution can touch more than one.

Themes

- **In and out of special measures.** Opposition Members said the 2020 de-escalation was premature or political. Darren Millar (Welsh Conservatives) and Rhun ap Iorwerth (Plaid Cymru) said so in February 2023. Eluned Morgan, then Health Minister, said it followed a new chief executive and targeted support. Level 5 was in place from February 2023 and was still ongoing in June 2026, according to Mabon ap Gwynfor. [23](#) [24](#) [25](#) [100](#) [123](#)
- **Governance and the Ernst & Young report.** After independent board members left in 2023, former members John Gallanders and John Cunliffe said they were pushed out and that executives answered to Welsh Government. Eluned Morgan said the former board owned the report and its publication was for the board. Darren Millar pressed for publication and accountability. [40](#) [41](#) [50](#) [60](#) [51](#)
- **Leadership churn.** Members counted repeated changes of chief executive and chair, from Andrew RT Davies in 2022 to Mabon ap Gwynfor in 2026. Eluned Morgan reported many interim posts in September 2023, then permanent appointments by February 2024. Carol Shillabeer, the chief executive, said reconfiguring the board was not shown to be needed. [10](#) [58](#) [70](#) [66](#) [109](#)
- **Mental health and the Holden and Tawel Fan legacy.** Llyr Gruffydd pressed for accountability over the Holden report in 2021. In 2024, Plaid Cymru said a Royal College of Psychiatrists review showed slow progress. Jayne Bryant, Minister for Mental Health and Early Years, apologised and said progress had been made but six recommendations lacked evidence. [2](#) [92](#) [93](#) [94](#)
- **Waiting times and emergency care.** Opposition Members cited long waits and Glan Clwyd A&E delays. Government voices pointed to falls in long waits while accepting more is needed. In 2026 Darren Millar cited record-poor emergency figures, and Eluned Morgan as First Minister cited 63 per cent fewer two-year waits. [79](#) [115](#) [116](#) [155](#) [105](#)
- **New Government, same status.** Mabon ap Gwynfor, as Cabinet Minister for Health and Care, said the board-led recovery approach had not delivered and announced directed intervention. Ken Skates (Welsh Labour) and Reform UK Members questioned what would differ this time. First Minister Rhun ap Iorwerth called it a 'last chance saloon'. [124](#) [128](#) [126](#) [156](#)

The arguments

For

- Eluned Morgan (Welsh Labour), Health Minister, said escalating the board in 2023 was the right decision. She said she would not de-escalate until governance, leadership and culture issues were resolved. She also said the board had a new chair, chief executive and independent members. [73](#) [74](#) [70](#)
- Mark Drakeford (Welsh Labour), First Minister, said the board is not run by Welsh Government and carries the legal duty to act on reports. He later pointed to a near 50 per cent fall in long outpatient waits. [43](#) [44](#) [54](#)
- Eluned Morgan, as First Minister, said Betsi had improved since special measures. She cited a stable board, an Audit Wales finding of stronger assurance systems and fewer long waits, while accepting more work is needed. [114](#) [116](#)
- Carol Shillabeer, the chief executive, said staff engagement was in the middle of other boards. Carolyn Thomas (Welsh Labour) welcomed new intermediate care beds and an orthopaedic hub while accepting more needs doing. Heledd Fychan (Plaid Cymru) backed the new Cabinet Minister's commitment. [80](#) [111](#) [119](#)

Against and concerns

- Darren Millar (Welsh Conservatives) said the board's removal from special measures was political and should never have happened. Rhun ap Iorwerth (Plaid Cymru) called it convenient and premature. Gareth Davies (Welsh Conservatives) said it was for political expediency. [24](#) [25](#) [82](#)
- Rhun ap Iorwerth (Plaid Cymru) said in 2023 that he and others had lost faith in Welsh Government's ability to manage the board. Andrew RT Davies (Welsh Conservatives) said executives criticised in the auditor general's report stayed while independent members left. [48](#) [22](#)
- Jane Dodds (Welsh Liberal Democrats) and John Gallanders, a former independent member, said removing independent members was wrong or left scrutiny weaker. Adam Price (Plaid Cymru) said they were told to resign or be sacked. [33](#) [42](#) [34](#)
- Peter Fox (Welsh Conservatives) said the board has spent longer in special measures than any NHS body in the UK's history and asked for an independent inquiry. Natasha Asghar (Welsh Conservatives) called repeated reviews 'kicking the can down the road'. [107](#) [130](#) [149](#)
- In 2026 Ken Skates (Welsh Labour) said the service is insufficient and past interventions gave little lasting benefit. James Evans (Reform UK) asked what would be different after 11 years of escalation. [128](#) [126](#)

The moving pieces

- **Escalation status and the new intervention.** The board is at level 5. The June 2026 statement set a directed intervention with expert panels and monthly interim findings. The Minister says the framework is under review and the cancer measure needs 55 per cent for four months for a step down to level 4. [123](#) [125](#) [129](#) [148](#)
- **Leadership and governance.** In 2023 independent members left after a Welsh Government meeting; one, John Gallanders, said they were told to resign or be dismissed. By February 2024 a chair, vice chair and chief executive were in post. In 2026 Nigel Williams (Reform UK) relays a staff member's claims of a bullying culture, and the Minister asks for evidence. [40](#) [69](#) [133](#) [134](#)
- **Financial control and the Ernst & Young report.** The report found serious failings in financial control. Eluned Morgan said it found no personal benefit. In September 2023 she said the board would publish it once disciplinary cases ended. The board's 2022-23 accounts were qualified by Audit Wales. [50](#) [60](#) [59](#)

- **Mental health services.** The Royal College of Psychiatrists review of four earlier reviews keeps recurring. In 2024 Jane Hutt, for the Government, said 37 of 84 recommendations had good evidence of implementation. The board then set a response plan and appointed a special adviser. [91 98 99](#)
- **Waiting times and emergency care.** Ministers cite falls in long waits. Critics cite the board's emergency department delays, which Darren Millar called its worst on record, and long ophthalmology waits. Glan Clwyd operation cancellations were raised in September 2026. [114 115 138 145](#)
- **Board structure and accountability.** Some members, including Welsh Labour's Mike Hedges and Plaid Cymru's Rhun ap Iorwerth in 2023, argued the board is too big. The chief executive in 2023 saw no evidence reconfiguration was needed. In 2026 the Minister ruled out a takeover by a board from outside Wales. [30 31 66 134](#)
- **Capital and estate.** A new orthopaedic centre at Llandudno has £29.453m of Welsh Government capital funding and is under enhanced monitoring. The board has said only 62 per cent of its buildings are operationally safe. [142 143 55](#)

Positions

- **Welsh Government (Sixth Senedd, Labour).** Ministers said the 2020 de-escalation followed a good COVID response. After independent reports they put the board back in special measures in February 2023. In February 2024 Eluned Morgan said she would not de-escalate until governance, leadership and culture were resolved. They said the board, not Ministers, runs the board. [23 35 73 43](#)
- **Welsh Government (Seventh Senedd, Plaid Cymru-led).** Cabinet Minister Mabon ap Gwynfor says the board-led recovery had not delivered, and a directed intervention follows. A written answer says waiting lists inherited from the previous Government are unacceptably high. Rhun ap Iorwerth says the board is on notice. [124 117 156](#)
- **Welsh Conservatives.** Critical throughout. In 2023 they said the 2020 de-escalation was political and tabled a no confidence motion in the Health Minister. In 2026 Peter Fox sought an independent inquiry, and Darren Millar says the board is not functioning as it should. [24 37 107 135](#)
- **Plaid Cymru.** In opposition it said the board should not have left special measures, and urged a rethink of structure. In government, Marc Jones and Beca Brown asked for challenge and clear accountability. [25 31 131 137](#)
- **Welsh Labour.** Backbenchers such as Ken Skates and Mike Hedges backed change. In opposition in 2026 Ken Skates said the service is insufficient and asked how much responsibility the Minister will take. [27 29 128](#)
- **Reform UK.** Its members, sitting from 2026, call the escalation framework ineffective, relay claims of bullying, and worry that senior managers mark their own homework. Dan Thomas asked about placing the board under the UK health department, and was told it is accountable to Welsh Ministers. [148 133 150 140](#)
- **Welsh Liberal Democrats.** Jane Dodds said it was wrong to sack the independent members, who seemed to be the only ones raising concerns, and that reform cannot wait. [33 15](#)
- **Betsi Cadwaladr University Health Board.** In 2022 Jo Whitehead described a new operating model and cultural work. In 2023 chief executive Carol Shillabeer said the main change needed is internal ways of working, not reconfiguration. In 2024 she said staff engagement was 72 per cent. [11 66 80](#)

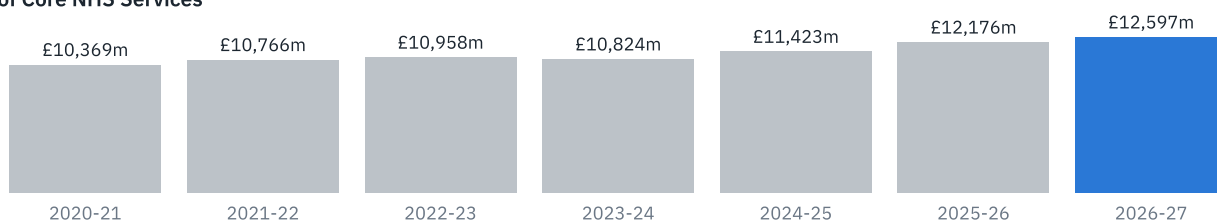
Key votes

- 2022-06-08 Rejected Welsh Conservative debate on the board: motion without amendment rejected, 14 for, 27 against, 13 abstaining. [18](#)
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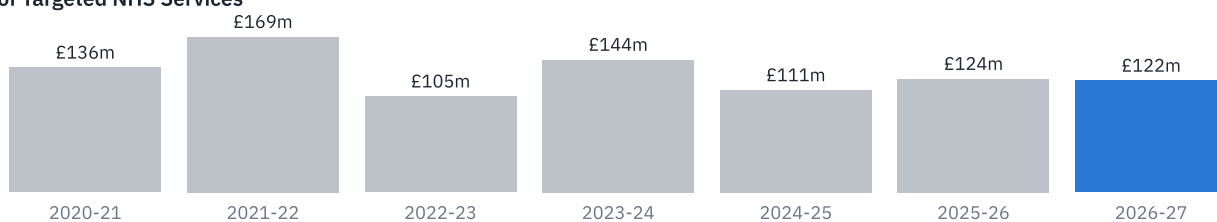
2023-06-07	Rejected	Welsh Conservative debate on accounting practices at the board: Lesley Griffiths's amendment 1 and Darren Millar's motion were each rejected, 24 for and 24 against. 52 53
2024-02-21	Rejected	Welsh Conservative debate on the board: motion rejected, 16 for, 37 against. Amendment 1 (Lesley Griffiths) and amendments 2 and 3 (Heledd Fychan) were each rejected, 27 to 27. 75 78 76 77
2024-06-12	Rejected	Plaid Cymru debate on mental health and learning disability services at the board: the motion, Jane Hutt's amendment 1 and Darren Millar's amendment 2 were each rejected, 25 for and 25 against. 97 96 95

The money

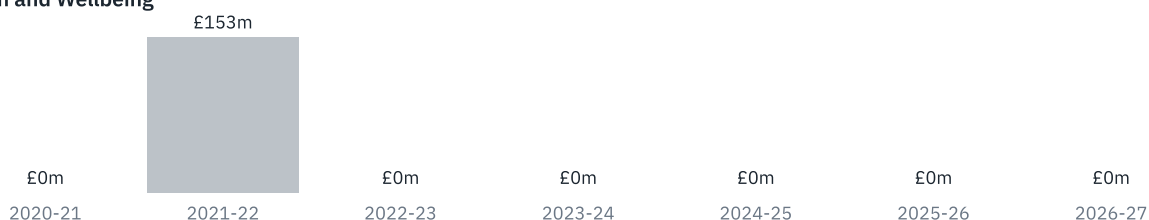
Delivery of Core NHS Services



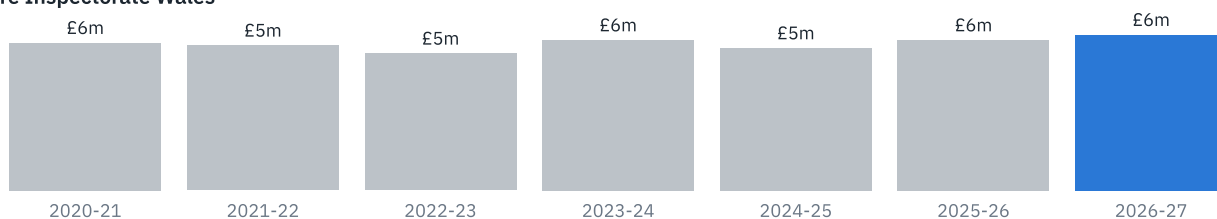
Delivery of Targeted NHS Services



Mental Health and Wellbeing



Healthcare Inspectorate Wales



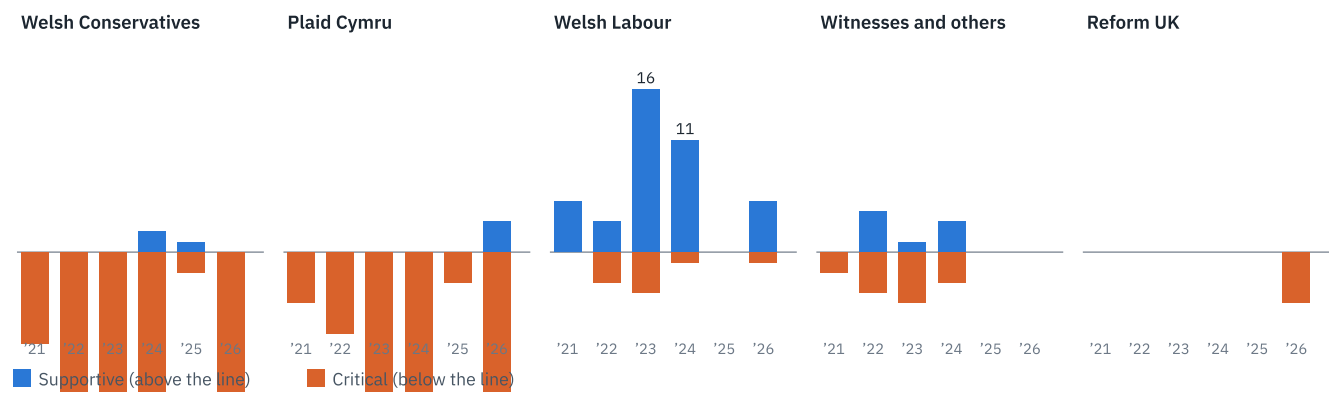
Welsh Government final budgets, revenue and capital, in real terms at 2026-27 prices. The latest year is highlighted.

- Welsh Government final budget lines, which cover all of Wales, not Betsi alone: Delivery of Core NHS Services rose from £8,367.6m in 2020-21 to £12,597.2m in 2026-27. In 2026-27 prices that is £10,369.3m to

£12,597.2m. Targeted NHS Services was £109.8m, then £121.8m in 2026-27, falling from £136.1m to £121.8m in real terms. ¹⁵⁹

- Mental Health and Wellbeing shows £124.3m in 2021-22 only, and £0m in other years. Healthcare Inspectorate Wales rose from £4.4m to £5.8m in cash, and from £5.5m to £5.8m in real terms. ¹⁵⁹
- Eluned Morgan said Betsi had £454 million in capital funding over ten years, and in September 2023 that it forecast a deficit of about £134 million. Hywel Jones told the committee £42 million of its transformation money is conditional on escalation status. ^{65 63 104}
- Members questioned money and value. Mark Isherwood said the board's plan did not show how £105 million of savings would be made. Mark Drakeford said a new facility's cost rose from £22 million to £64 million. Peter Fox said past waiting list funding has not shifted the board's share of long waits. ^{16 19 120}

How the tone has shifted



Contributions in the Senedd judged supportive or critical of the performance, governance and leadership of Betsi Cadwaladr University Health Board and the Welsh Government's handling of its special measures, by party and year. Neutral questions and mixed views are not shown.

- In the Sixth Senedd, 217 of 457 contributions were critical, 135 neutral, 54 mixed and 51 supportive. Welsh Conservatives were critical in every half-year after the first, peaking at 38 critical in early 2023, around the return to special measures. Darren Millar called the response woefully inadequate. ²⁴
- Supportive words came mainly from Welsh Labour ministers in government: 13 supportive in early 2023 and 10 in early 2024. In February 2024 Eluned Morgan said the board had travelled a long road in the right direction. ⁷¹
- Attention dropped in 2025, with three contributions on special measures in the first half and none in the second. It rose again in 2026 to 26 in the first half and 8 in the second. ¹²³
- In the Seventh Senedd, 30 of 63 contributions were critical and 3 supportive. Critics now include a Plaid Cymru minister, Reform UK and Welsh Labour opposition members, as well as the Conservatives, and Ken Skates asked what will be different this time. ^{124 128}

Organisations involved

- **Audit Wales.** Its work on the 2022-23 accounts uncovered significant issues. The First Minister later cited its finding of stronger assurance systems. ^{64 59 114}
- **Healthcare Inspectorate Wales.** Its reports on a north Wales mental health unit and on Glan Clwyd emergency services, and on vascular services, have been cited in debates. ^{8 38 62}
- **North Wales Community Health Council.** In November 2022 its Geoff Ryall-Harvey told a committee that progress on vascular services was slow and special measures brought little support. ^{20 21}

- **Royal College of Psychiatrists.** Its invited review of mental health and learning disability services led to the 2024 response plan and Plaid Cymru's June 2024 debate. [90 93 98](#)
- **NHS Wales Performance and Improvement.** Commissioned by the Cabinet Minister to give targeted support on urgent and emergency care under the level 5 intervention. [154](#)
- **Ernst & Young.** Its report on forensic accounting issues at the board was the subject of the June 2023 debate and of earlier calls for publication. [45 50](#)
- **Powys Teaching Health Board.** Gave evidence alongside the board on the Health Bill in October 2026, and opposed the air ambulance base closure proposals alongside it in 2024. [153 84](#)
- **Petitioners.** Petitions have sought a public inquiry into the board's performance and into safeguarding failures that name the board. A 2023 petition sought reopening Dyfi Ward at Tywyn Hospital. [139 122 39](#)

What to watch

- Whether the board reaches the cancer measure of 55 per cent for four months to move to level 4. Mabon ap Gwynfor said he expects delivery from September 2026. [129 151](#)
- What the expert panels and the new intervention find, and how monthly interim findings are reported. Natasha Asghar asked what happens after September. [125 130](#)
- The review of the Escalation and Intervention Framework, which the Cabinet Minister has said is not fit for use, and what replaces the current levels. [127 148](#)
- Whether a public inquiry will be held. The petition was open in July 2026, and the Minister has said he will pass on whether Donna Ockenden could join the expert panel. [139 136](#)
- Whether operation cancellations at Glan Clwyd, which Janet Finch-Saunders raised, come down, and whether Abergele Hospital is chosen for the clinical hubs. The Minister said he would put it forward as an option. [145 136](#)
- Progress on the Llandudno orthopaedic centre, which is under enhanced monitoring, and on waiting list plans the Minister will raise with the board chair. [143 118](#)

How this briefing was prepared. This briefing draws on everything in the Senedd record that relates to Betsi Cadwaladr University Health Board between May 2021 and 26 October 2026: 552 contributions in plenary and committee, 154 written questions and answers and 15 other documents, including statements, petitions, votes and Senedd Research. It was compiled with automated analysis, and every statement was checked against the full text of the sources it cites; statements the sources did not support were corrected or removed. Figures on stance (supportive, critical, mixed or neutral) are classifications of what was said and are indicative. It covers the Senedd record only: views expressed elsewhere appear only where they were raised in the Senedd.

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