



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board

# **Annual Report of the Strategy & Delivery Committee 2022/23**

## 1.0 Introduction

In accordance with best practice and good governance, the Strategy & Delivery Committee (the Committee) produces an Annual Report to the Board setting out how the Committee has met its Terms of Reference during the financial year.

## 2.0 Membership

The Committee membership comprises of the Chair (who must be an Independent Member of the Board) plus a minimum of three other Independent Members of the Board. In addition to the Membership, the meetings are also attended by the Chief Executive, Executive Director of Strategic Planning, Chief Operating Officer, Executive Director of People and Culture, Executive Director of Finance or nominated deputy, Executive Director of Public Health or nominated deputy, and the Director of Corporate Governance. Other Executive Directors are required to attend on an ad hoc basis. The Committee may also co-opt additional independent 'external' members from outside the organisation to provide specialist skills, knowledge and expertise

## 3.0 Meetings & Attendance

The Committee met six times during the period 1 April 2022 to 31 March 2023. This is in line with its Terms of Reference.

At least two members must be present to ensure the quorum of the Committee, one of whom should be the Committee Chair or Vice Chair.

The Strategy & Delivery Committee achieved an attendance rate of 86% during the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023 as set out below:

	17.05.22	12.07.22	27.09.22	15.11.22	24.01.23	14.03.23	Attendance
Michael Imperato (Chair)	✓	✓	✓	✓	✓	✓	100%
Sara Mosely (Vice Chair)	✓	✓	✓	✓	✓	✓	100%
Prof. Gary Baxter (until 16 <sup>th</sup> December 2022)	X	✓	✓	X	NA	NA	50%
Dr Rhian Thomas	✓	✓	✓	✓	✓	✓	100%
Ceri Phillips	✓	X	✓	✓	X	✓	67%
<b>Total</b>	<b>80%</b>	<b>80%</b>	<b>100%</b>	<b>80%</b>	<b>75%</b>	<b>100%</b>	<b>86%</b>

#### **4.0 Terms of Reference and Workplan**

Subject to Board approval, the Strategy and Delivery Committee will be dissolved with effect from 1 April 2023. Accordingly, there will be no Terms of Reference and Workplan for this Committee from 1 April 2023.

#### **5.0 Work Undertaken**

The purpose of the Committee is to advise and assure the Board on the development and implementation of the Health Board's overarching strategy, namely the Shaping our Future Wellbeing Strategy (SOFW), and key enabling plans.

As set out in the Committee Terms of Reference, the role and responsibilities of the Committee are divided into four categories as shown below:

- Strategy – this includes the SOFW and National Strategies (e.g. Welsh Government's Health and Social Care Strategy, in addition to (i) the Well-being of Future Generations (Wales) Act, and (ii) Socio-economic Duty and Equality Act.
- Delivery Plans – including the Health Board's Integrated Medium-Term Plan (IMTP), the Workforce Plan and the Capital Plan.
- Performance – The Committee scrutinises and provides assurance to the Board that key performance indicators (e.g. key Operational Performance Indicators which are relevant to the Committee and Workforce Key Performance Indicators) are on track. Where appropriate, it also undertakes closer scrutiny (by way of "deep dives") on areas of concern.
- Other Responsibilities – including providing assurance to the Board with regards to the wellbeing of its staff, and in relation to Equality and Health Impact Assessments.

During the financial year 2022/23, the Committee reviewed the key items at its meetings as set out in this Report.

In addition to the routine business of the Committee, which is set out below, the Committee also had more detailed reviews and "deep dives" in the following key areas:

- Staff Retention
- Outpatient Transformation
- Clinical Strategy Update
- Managing Attendance
- Cancer Services
- Musculoskeletal & Primary liaison workers
- Delayed Transfer of Care and work with Social Services
- Cost of living crisis impact upon Mental Health Services

These detailed reviews and “deep dives” included presentations from key staff and enabled the Committee Members to gain an in depth understanding of the work undertaken in these areas.

## **PUBLIC STRATEGY & DELIVERY COMMITTEE**

Key matters which were reviewed and discussed by the Committee included the following: -

### **Capital Plan 2022/23 Delivery**

In May 2022, the Committee received the Capital Plan Delivery for 2022/23. It was noted that there was a reduction in Discretionary Capital since last year which left a balance of just over a £1 million to support other projects.

### **Race Equality Action Plan (REAP)**

The Committee were presented with the Race Equality Action Plan (REAP) Paper in May 2022. The plan would set objectives for the organisation. The next steps were to start an organisational action plan and to sign the zero-racism pledge. Race Equality First were also invited to a Board Development Session later on in the year.

### **Strategic Equality Plan Update**

In May 2022, the Committee received an update in relation to the Strategic Equality Plan - Caring about Inclusion 2020-2024 (which had been endorsed by the Committee in September 2020). As part of that update, the Committee was informed of the priority interventions that had been identified for the coming year and the associated first year action plan that had been developed.

It was noted there were many areas of inequalities that required action and that there was more work to be undertaken and much wide-reaching consideration should be given as to how this work was reported.

The Committee received a further Strategic Equalities Update at its January meeting.

### **Six Goals for Urgent and Emergency Care**

In July, the Committee was advised that the Welsh Government programme spanned a five-year period and was supported by £25m of funding in Wales, of which the Health Boards share was £2.960m. It was noted that the six goals covered a wide range of areas within Healthcare.

The Committee were also informed of the five goals for Planned Care recovery and the actions which followed from the same, namely: -

- Nobody would wait longer than a year for their first outpatient appointment by the end of 2022.
- The number of people waiting longer than 2 years in most specialties would be eliminated by March 2023.
- The number of people waiting longer than 1 year in most specialties would be eliminated by Spring 2025.
- Increased speed of diagnostic testing and reporting to 8 weeks and 14 weeks for therapy interventions by Spring 2024.
- Cancer diagnosis and treatment would be undertaken within 62 days for 80% of people by 2026.

The Committee was advised of the Health Board's delivery ambitions and it was noted that they reflected the Ministerial priorities and the performance outcomes framework.

### **Sustainability Action Plan**

In the November meeting, the Committee was advised that Audit Wales had issued a report (Public Sector Readiness for Net Zero Carbon by 2030) which set out five calls for actions for organisations to tackle common barriers to decarbonisation in the Public Sector. It was noted that the Strategy refresh would have a strong commitment to this area and the decarbonisation action plan would form part of the Health Board's IMTP.

It was noted that whilst the decarbonisation agenda raised many challenges, the Committee discussed some potential ways in which the Health Board's carbon footprint could be reduced. For example, using more recyclable devices rather than single use and embedding decarbonisation into staff Value Based Appraisals.

In January 2023, the Committee was presented with the 2023/24 Decarbonisation Action Plan. The next steps were to mature key actions, estimate cost and give responsibility to owners. It was noted that the Committee would receive a copy of the proposed Decarbonisation plan before the same was presented to the Board in March for approval.

### **King's Fund Reports – Early Intervention**

In January 2023, the Committee was presented with the King's Fund Reports. The Reports followed on from work previously completed with the King's Fund in 2021. They addressed ways to create sustainable systems which supported and improved the health of populations and tackled inequalities.

It was noted that the Integrated Health and Care System Report had identified that the Health Board had made significant progress towards delivering a more integrated care system.

The Preventative Approach within Primary and Community Services Report also found that the Health Board had made significant progress towards delivering preventive approach in Primary and Community services.

The Reports had recommended opportunities for further progress which included strengthening a culture of innovation, doing more with data, closer working with patients and communities and managing resource collectively.

### **Shaping Our Future Wellbeing Strategy (SOFW) Update**

At each of its meetings, the Committee received an update and a composite overview of the SOFW and the Strategic Programmes portfolio, by way of flash reports.

In November 2022, the Committee was informed that the refresh of the Strategy was ongoing with the draft of the refreshed Strategy due to go to full Board in March 2023.

The Committee received an update with regards to each Strategic Portfolio:

- (i) Shaping our Future Population Health
- (ii) Shaping our Future Community Services
- (iii) Shaping our Future Clinical Services
- (iv) Shaping our Future Hospitals Services

With regards to (iv), it was noted that the Health Board might have to bring in specialist expertise to advise/assist on the Future Hospital Programme. The Committee was also advised that “do nothing” was not an option if that Programme did not go ahead. The Committee also discussed what role the University could play in considering new models of delivery/health care provision under the new hospital programme. The Committee was informed that the Vice Chancellor of the University sat on the Health Board’s Future Hospital Programme Board.

In order to assure the Committee, at every meeting the current status, key progress, planned actions, risks and mitigations for each of the programmes were presented to the Committee Members.

### **Key Workforce Performance Indicators**

At each meeting, the Committee received regular Key Performance Indicator updates and was provided with an overview reported against sickness absence rates, statutory and mandatory training, Value Based Appraisals and health and wellbeing.

### **Key Operational Performance Indicators**

At each meeting, the Committee received Key Operational Performance Indicators which included updates on the following:

- Urgent and Emergency Care
- Planned Care
- Primary Care
- Mental Health Measures

- Cancer service
- Stroke services

In January 2023, the Committee were presented with an industrial action update. Committee Members were informed that the Health Board had the lowest number of derogation requests. The first two strike days had involved cancelling 1,000 outpatients, of which 500 outpatient appointments were cancelled the next day. It was noted that cancer patient appointments were not cancelled and there were no additional issues with Ambulance handover as a result of the strikes.

## **IMTP**

In May 2022, the Committee was presented with the IMTP Monitoring Proposal. It was noted that Audit Wales had requested a regular update of the IMTP to the Committee meetings.

A quarterly progress update was presented to the Committee at each meeting.

In May the Committee was informed that, in March 2022 the Board had approved a draft 2022-25 Cardiff and Vale UHB IMTP on the assumption that ongoing work through the first quarter of 22-23 would take place to address the £20.8M deficit which the plan was articulating.

Later in the year, due to the Health Board's financial deficit, the Committee was advised that the Health Board would be unable to provide a financially balanced IMTP for 2022-25, and that the Health Board had approved an Annual Plan for 2022/23 which was set in a three-year context.

## **Policies approved by the Committee**

The Committee considered and approved/adopted a number of Policies and Procedures during the year which included the following: \_

- Recruitment and Selection Policy
- Adaptable Workforce Policy
- Employee Health and Wellbeing Policy
- Learning, Education and Development Policy
- Maternity, Adoption, Paternity and Shared Parental Leave Policy
- Relocation Reimbursement Policy for Doctors and Dentists in Training
- Staff Winter Respiratory Vaccination (Flu and Covid 19) Policy
- Business Continuity Policy
- Adverse Weather – Heatwave Plan Policy
- Adverse Weather – Cold/Snow Plan Policy

At its meeting in May, the Committee also considered the Welsh Language Corporate Policy and recommended the following to Board for approval.

In September, the Committee:-

- a) noted that the All Wales Relocation Reimbursement Policy for Doctors and Dentists in Training had been published by HEIW; and
- b) rescinded the Relocation Costs and Associated Provisions for Doctors and Dentists in the Training Grades Policy (ref UHB 059).

## **Other Business**

During the year the Committee also received and discussed the following matters: -

- Board Assurance Framework – at each meeting, the programme of risks associated with the Committee, were reported to the Committee, with specific risks being discussed at the individual Committee meetings.
- Health and Safety Culture Plan– in July the Committee received the draft Health and Safety Culture Plan which provided a structured, prioritised approach to underpin the Health Board’s Health and Safety aims and objectives.
- Annual update on Childhood immunisations
- Capital Plan/Capital Programme Status reports – were presented to the Committee in September and November.

## **Private Strategy & Delivery Committee**

### **May, July, September, November 2022 & January, March 2023**

The Suspension Report was presented to each Private session of the Committee for the financial year 2022/23.

## **6.0 Reporting Responsibilities**

The Committee had reported to the Board after each Committee meeting by presenting a summary report of the key discussion items at the Committee. As per the Committee’s Terms of Reference the report is presented by the Committee Chair in which he must:

1. report formally, regularly and on a timely basis to the Board on the Committee’s activities. This includes verbal updates on activity, the submission of Committee minutes and written reports throughout the year;
2. bring to the Board’s specific attention any significant matters under consideration by the Committee;
3. ensure appropriate escalation arrangements are in place to alert the UHB Chair, or Chairs of other relevant committees of any



urgent/critical matters that may compromise patient care and affect the operation and/or reputation of the Health Board.

## **7.0 Opinion**

The Committee is of the opinion that the draft Strategy & Delivery Committee Annual Report 2022/23 is consistent with its role as set out within the Terms of Reference and that there are no matters that the Committee is aware of at this time that have not been disclosed appropriately.

This is the last Strategy and Delivery Committee Annual Report. The strategy element will be discussed more fully at Board level and the delivery element will be discussed at future Finance Committee meetings. The Independent Member for Legal will also be chairing the Finance Committee meetings which will provide continuity.

**Michael Imperato**

**Committee Chair**